



FISCAL YEARS 2005 - 2007

The Master List of State Government Programs

Janet Napolitano
GOVERNOR



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Provisions for Individuals with Disabilities

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Janet Napolitano
Governor

**GOVERNOR'S OFFICE OF
STRATEGIC PLANNING AND BUDGETING**
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(602) 542-5381 • FAX: (602) 542-0868

Gary M. Yaquinto
Director

June 26, 2006

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

Dear Mr. Stavneak:

I am pleased to transmit the *2005 - 2007 Master List of State Government Programs*, which provides an inventory of programs and subprograms from the Executive, Legislative, and Judicial branches of government. This information provides the foundation to make government more understandable to the public, improve productivity and customer service, and strengthen accountability for results.

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

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

Sincerely,

A handwritten signature in cursive script, appearing to read "Gary M. Yaquinto".

Gary M. Yaquinto
Director

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Agency Summary
BOARD OF ACCOUNTANCY

Valerie Elliott, Executive Director
Phone: (602) 364-0804
A.R.S. § 32-701

Mission:

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

Description:

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

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,458.0	2,201.2	2,154.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,458.0	2,201.2	2,154.6
FTE Positions	10.0	13.0	13.0

Strategic Issues:

Issue 1 Information Technology - Web based Services

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

Issue 2 Rules

The Board is in the process of revising its rules to reflect the changes to Arizona accountancy laws. The Board is revising its rules to accommodate the Public Company Accounting Oversight Board's professional standards, inspections reports and disciplinary actions. The Board will need to reflect changes due to development of web based services for applicants and registrants. The National Association of State Boards of Accountancy will be issuing Uniform Accountancy Act rules on enforcement, mobility and professional standards/ethics, which the Board will need to review and decide whether the UAA rules need to be incorporated into its rules. On a national level, boards of Accountancy are reviewing their independence and peer review rules.

Issue 3 Regulation of the Profession

Per A.R.S. § 32-703, the Accountancy Board is responsible for the establishment and maintenance of high standards of competence, independence and integrity of the practice of accounting by PAs and CPAs. To fulfill this responsibility, the Accountancy Board has dedicated resources to the investigation of complaints on a consistent basis since FY 1992. Many of these investigations involve allegations of major proportions filed with the agency against a CPA or a CPA firm, normally large international accounting firms. The Board contracts with about ten investigative reviewers with different areas of expertise. Due to the intricacies of investigation, the Accountancy Board Enforcement Unit was established to handle these investigations to ensure effectiveness and timeliness of prosecution. The

appropriation for the investigation of complaints allows the Board to treat all registrants in the same manner, regardless of the complexity of the allegation.

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of exam applications received	1,274	857	600	600
Number of grade release packets sent	1,362	1,296	1,200	1,200
Number of successful candidates	349	135	170	180

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of applications for certification	534	545	525	525
Number of certificates issued	527	541	500	500
Biennial renewal of certificates	4,464	4,897	4,500	4,500
Number of firms registered	86	98	90	90
Number of firm renewals annually	442	490	450	450
Percent of applicants reporting very good or excellent service	77	74	80	82

Explanation: Impact by staff resources need for transition to computerized examination.

Average calendar days from receipt of completed application to issuance or denial of certificate	60	60	60	60
Number of new and existing licenses	11,959	12,430	12,000	12,000

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of complaints and violations processed annually	456	333	400	400
Number of revocations annually	10	5	7	7
Average number of calendar days from opening an investigation file to adjudication	180	180	160	160



2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

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 citizens of Arizona by regulating and maintaining standards of practice in the field of acupuncture.

Description:

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

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	81.5	100.6	97.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	81.5	100.6	97.6
FTE Positions	1.0	1.0	1.0

Strategic Issues:

Issue 1 *Preceptorship training program - to finalize the rules for these programs and initiate procedures for implementation.*

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

Issue 2 *Investigation of complaints. Currently there are no funds to investigate higher than anticipated complaints for licensed and unlicensed persons and training programs.*

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

Issue 3 *Consideration of including the practice of oriental medicine (herbs) in the scope of practice for licensed acupuncturists.*

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

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of complaints received	7	7	17	20
Average time from receipt of complaint until resolution	108	58	85	80

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Licensees with one or more disciplinary actions	0	0	2	2
Licenses revoked, suspended or surrendered	1	0	2	2
Disciplinary or enforcement actions	1	0	4	5
Appeals	0	0	1	2

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of investigations conducted	7	7	18	20
Licensees with greater than one investigation	1	0	2	3
Percent of unlicensed practitioners brought into compliance	100	100	100	100
Percent of investigations resulting in disciplinary enforcement	14	0	22	25

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of applications received	65	85	66	69
Average number of days from request for application to distribution	60	8	5	5
Number of renewals issued	313	290	332	344
Auricular Acupuncture Certificates Issued	15	14	20	22



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Agency Summary
DEPARTMENT OF ADMINISTRATION

William Bell, Director
Phone: (602) 542-1500
A.R.S. § 41-701,41-1051,41-2501

Mission:

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

Description:

The Agency provides leadership, direction, financial and management information and support; financial and procurement support services; facility planning, design, development, construction, operations and maintenance; timely, customer-driven professional human resources services; business-enhancing information services to ADOA, state agencies, and Arizona citizens; customer service to small licensing agencies in general accounting and centralized office support; surplus state and federal personal property through a distribution system that maximizes the dollar return to the state on property sold; clean, safe, and environmentally friendly vehicles; an orderly, secure and safe environment where visitors, employees, and other persons conducting business with the State will be safe and secure; and services to agency customers and the public for the state's property and liability exposures and to state employee customers who have work-related injuries.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ADMINISTRATION	2,356.5	1,747.9	1,747.9
➤ FINANCIAL SERVICES	93,023.5	62,323.4	64,020.4
➤ FACILITIES MANAGEMENT	31,642.3	29,459.6	29,471.2
➤ HUMAN RESOURCES	528,549.8	571,789.0	573,106.7
➤ INFORMATION TECHNOLOGY SERVICES	40,967.2	61,561.5	60,570.6
➤ SUPPORT SERVICES	18,061.7	20,315.8	20,310.6
➤ CAPITOL POLICE	3,694.9	3,819.0	3,819.0
➤ RISK MANAGEMENT	88,167.2	85,655.0	89,791.0
Agency Total	806,463.1	836,671.2	842,837.4

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	25,887.6	24,761.5	25,020.4
Other Appropriated Funds	164,735.2	158,939.6	164,735.2
Other Non Appropriated Funds	615,734.9	652,963.5	653,075.2
Federal Funds	105.4	6.6	6.6
Program total	806,463.1	836,671.2	842,837.4
FTE Positions	980.2	940.5	940.5

Strategic Issues:

Issue 1 Attract, Retain, and Educate Employees

Last year Arizona State Government experienced an overall separation rate of over 17.6% of covered, salaried employees. Furthermore, 74% of those separations were voluntary. Of the employees voluntarily leaving state service, over 28% leave within one year, and another 21% leave within three years. This revolving door of separating employees can be attributed to low starting salaries, insufficient and sporadic pay increases, lack of development and education opportunities, a dysfunctional position classification system, and the lack of financial support for career development and advancement of state employees. The financial impact of turnover is staggering, and according to the Harvard Business Review, frequent estimates of turnover costs can span \$10,000 to \$40,000 per person, depending

upon their position, including search fees, training costs and more. Agencies, according to some experts, may experience costs of up to two-and-a-half times the former employee's salary. Indirect costs such as loss of knowledge, breakdown in relationships with customers, and inefficiencies in productivity must also be considered, as well as the impact on remaining employees' morale. In addition, employee stress caused by unmanageable workloads can create negative work environments, service interruptions or delays, and added customer frustration, leading to even greater problems retaining talented employees.

Issue 2 Information Technology Efficiencies

Current movements in government envision benefits from the convergence of data, voice and video platforms. It is imperative that opportunities to collaborate on the delivery of technology support for business solutions and to provide outstanding service delivery be continuously explored and utilized whenever possible. It is the belief of ADOA that current statewide approaches to telecommunications and data technologies consist of unnecessary duplication, overlap and waste. We are in the process of working with the state agencies to identify opportunities for cooperative collaboration and unique solutions. It is critical that potential solutions be thoroughly researched and compared for opportunities within the enterprise, beyond the silo business need. This type of comprehensive infrastructure should provide the highest level of quality and cost effectiveness, allow maximum return on the State's valuable resources, and ensure effective and affordable state-of-the-art business solutions. It is vital that these strategies are also applied beyond the infrastructure to the core services facilitating the business of government. Therefore, adoption of standards and processes for delivering innovative services for business functions utilizing technology are needed. Additionally, by defining services, initiatives, and applications in terms of their value to the enterprise (the State) will ensure maximum benefit potential for all state agencies. An example of this is ADOA's maverick undertaking with the Human Resources Information Solution (HRIS) project. In early 2002, the ADOA awarded a contract to replace the current personnel, payroll, and employee benefits system. HRIS will replace existing applications with a single, integrated system that will be shared by all state agencies, branches, and departments of state government. HRIS implementation is a partnership of the State of Arizona, its agencies and employees with IBM, implementing Lawson software. A significant component to the infrastructure and services is securing these systems for the public trust. This will require adequate security mechanisms that can only be attained through adherence to security architecture standards established and controlled through a cooperative federated model. Finally, by constantly evaluating whether privatization would improve outcomes and/or reduce costs will maximize the state's potential buying power, enable higher levels of technology, and ensure that the most secure, efficient and effective technology systems are utilized statewide. Having functions that are appropriately and cost effectively operated in such a way will provide a better ability to evaluate whether further savings could be achieved through privatizing part or all of the functions.

Issue 3 Cost-Efficient and Effective Public Facilities

A 31% population increase in the State of Arizona over the past decade has significantly increased the demand for state services and the facilities to house state employees to provide those services. The only means to effectively and efficiently address the population curve is to strategically align brick and mortar presence and e-government services. The ADOA building system consists of over 2,700 structures with a replacement value of over \$2 billion. Of those, 2.5 million square feet of office buildings are located on the Capitol Mall. The inability to build facilities to keep pace with the rapid growth in demand has increased the state's reliance on leasing private sector office space in the Phoenix area to over 600,000 square feet. This has resulted in fragmented delivery of services to the public at higher costs and inefficiencies in operation. Studies have also shown that long-term cost savings in excess of \$70 million can be realized over the life of a typical 100,000 square foot office building by state ownership over leasing in the private sector. In addition, lack of funding for maintenance, according to the statutory formula, has resulted in the accumulation of over \$100 million of deferred maintenance in structures in the existing inventory. According to a University of Wisconsin report, "every dollar spent on preventative maintenance programs results in reducing the future repair and replacement costs by five dollars." There is a need to decrease the state's dependence on high cost private sector leases by continuing to build new office buildings on the Capitol Mall and to adequately maintain the physical condition of the existing building inventory. Doing so will improve the quality of service delivery to the public, improve operating efficiencies and save significant costs over the long term. Additionally, projects to relocate agencies within the Capitol Mall, and whenever possible within singular structures, enables the State to provide the general public with quick and easy access to

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

Issue 4 Maximizing Productivity, Cost Effectiveness and Customer Satisfaction

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

Issue 5 Security and Safety

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

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**Program Summary
ADMINISTRATION**

William Bell, Director

Phone: (602) 542-1500

A.R.S. § 41-701, 41-1051, 41-2501

Mission:

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

Description:

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

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,050.5	1,548.9	1,548.9
Other Appropriated Funds	146.2	47.5	47.5
Other Non Appropriated Funds	149.4	144.9	144.9
Federal Funds	10.4	6.6	6.6
Program total	2,356.5	1,747.9	1,747.9
FTE Positions	33.1	27.7	27.7

◆ Goal 1 To deliver customer service second to none.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction with leading interagency legislative relations	6.0	n/a	n/a	n/a
Customer satisfaction with facilitating the flow of information from the agency, the public, community organizations, and other governmental entities (internal)	6.0	n/a	n/a	n/a
Customer satisfaction with internal communication	6.0	n/a	n/a	n/a
Percentage of ADOA's services with a minimum customer satisfaction rating of 6.0, based on annual survey (scale 1-8)	72	69	70	72
Customer satisfaction with fixed assets accounting (internal)	5.57	n/a	6.50	6.50
Customer satisfaction with payroll (internal)	6.89	n/a	6.90	6.90
Customer satisfaction with financial and management reporting (internal)	7.43	n/a	6.50	6.50
Customer satisfaction with the payment of vendors (internal)	6.75	n/a	6.50	6.50

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of ADOA employees voluntarily separating in first year	22	23.9	23	22

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of administration in relation to total cost	1.1	1.1	1.1	1.1
Percentage of discounts taken (payment of vendors)	84.6	87.84	80	80
Percentage of payroll accuracy (internal)	99.5	99.10	99.50	99.50
Percentage of services with comparative data	70	n/a	n/a	n/a

ADA 2.0	Program Summary FINANCIAL SERVICES
Clark Partridge, State Comptroller	
Phone: (602) 542-5405	
A.R.S. § 35-101,41-2501	

Mission:

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

Description:

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

This Program Contains the following Subprograms:

- ▶ General Accounting
- ▶ State Procurement

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	14,455.5	13,304.2	13,560.3
Other Appropriated Funds	10,016.2	1,058.6	1,054.6
Other Non Appropriated Funds	68,551.8	47,960.6	49,405.5
Federal Funds	0.0	0.0	0.0
Program total	93,023.5	62,323.4	64,020.4
FTE Positions	113.5	121.9	121.9

ADA 2.1	Subprogram Summary GENERAL ACCOUNTING
Clark Partridge, State Comptroller	
Phone: (602) 542-5405	
A.R.S. § 35-101 et. seq.	

Mission:

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

Description:

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

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	12,836.5	11,414.0	11,670.1
Other Appropriated Funds	9,883.0	800.0	796.0
Other Non Appropriated Funds	68,371.0	47,596.6	49,041.5
Federal Funds	0.0	0.0	0.0
Program total	91,090.5	59,810.6	61,507.6
FTE Positions	77.5	80.3	80.3

◆ **Goal 1** To deliver customer service that is second to none in the General Accounting subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction with accounting policies and procedures	6.36	6.45	6.3	6.3
Percentage of warrants available for distribution by 11:00 am following the day of processing on Arizona Financial Information System	100	100	99.9	99.9
Percentage of standards met in accordance with Central Services Bureau service agreements	99.5	n/a	99	99
Percentage of security requests for financial applications processed within two business days	98.7	99	99	99
Percentage of appropriations loaded in AFIS within 30 days of effective legislation date and complete appropriation structure received from agency	100	100	99	99
Customer satisfaction with Arizona Financial Information System (AFIS) functionality	6.45	6.21	6.1	5.9

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Customer satisfaction with data input services (Central Services Bureau)	7.12	6.64	6.5	6.5	Establishes and administers statewide and agency-specific construction and MRO contracts (Construction)	n/a	5.56	6.00	6.50
Customer satisfaction rating with administration of payroll process (scale 1-8)	6.25	6.25	6.20	6.10	Reviews and makes determinations in response to procurement requests, including delegations, appeals, emergency, impracticable to compete, sole source and off-contract (Compliance)	n/a	4.56	6.00	6.50
◆ Goal 2 To aggressively pursue innovative solutions and/or opportunities in the General Accounting subprogram.					Provides training and technical assistance to agencies regarding procurement statutes, rules, and "best practices" (Training)	n/a	5.12	6.00	6.50
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Provides training and technical assistance on SPIRIT (IT)	n/a	5.0	6.00	6.50
Percentage of payroll payments requiring rework (statewide)	0.431	.284	.3	.3					
Percentage of warrants distributed to correct agency	99.95	99.3	99.9	99.9					

ADA 2.2 **Subprogram Summary**
STATE PROCUREMENT
Timothy Boncoskey, Assistant Director
Phone: (602) 542-5511
A.R.S. § 41-2501 et. seq.

Mission:
To promote one procurement community, consistently seeking best value for customers, through innovation.

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

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,619.0	1,890.2	1,890.2
Other Appropriated Funds	133.2	258.6	258.6
Other Non Appropriated Funds	180.8	364.0	364.0
Federal Funds	0.0	0.0	0.0
Program total	1,933.0	2,512.8	2,512.8
FTE Positions	36.0	41.6	41.6

◆ Goal 1 To deliver customer service that is second to none in the Enterprise Procurement subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction rating technical assistance	5.9	n/a	n/a	n/a
Number of Compliance Reviews	n/a	2	5	5
Establishes and administers statewide "non-programmatic" and IT contracts (SCC)	n/a	5.17	6.00	6.50
Establishes and administers agency-specific contracts for goods and services (Service Center)	n/a	4.81	6.00	6.50

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of procurement plan award dates met for the Request for Proposal (RFP) process	n/a	86.96	80	85
Percent of procurement plan award dates met for Invitation for Bid (IFB) process	n/a	80.65	80	85
Request for Quotation (RFQ) processing time	6.9	4.8	7.0	7.0
Fax on Demand (FOD) processing time	12.2	17.2	17.7	17.7

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

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

Description:
The General Services Division (GSD) manages and operates 2,600 state-owned buildings and properties providing on-going facility operations and maintenance including custodial, maintenance, heating and air conditioning and landscaping. In addition, the division provides facilities programs including prison construction, building construction, while providing a focal point for the acquisition, leasing, planning, and construction of facilities in the Department of Administration Building System.

This Program Contains the following Subprograms:

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

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,752.1	7,124.7	7,127.5
Other Appropriated Funds	10,347.4	11,462.7	11,471.5
Other Non Appropriated Funds	14,542.8	10,872.2	10,872.2
Federal Funds	0.0	0.0	0.0
Program total	31,642.3	29,459.6	29,471.2
FTE Positions	176.5	174.2	174.2

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

Mission:

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

Description:

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

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,752.1	7,124.7	7,127.5
Other Appropriated Funds	9,332.0	10,771.2	10,776.5
Other Non Appropriated Funds	12,281.8	10,763.0	10,763.0
Federal Funds	0.0	0.0	0.0
Program total	28,365.9	28,658.9	28,667.0
FTE Positions	165.2	162.9	162.9

◆ **Goal 1** To deliver customer service that is second to none in the Building, Planning, and Tenant Services subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction with agency relocation process	6.5	5.8	6.7	6.7
Customer satisfaction rating with tenant improvement process (scale 1-8)	6.60	5.86	6.70	6.70
Customer satisfaction with review of office leases	7.7	6.05	6.7	6.7
Customer satisfaction rating with building maintenance (scale 1-8)	7.65	5.87	6.70	6.80
Customer satisfaction with maintaining heating and cooling	7.75	6.28	6.7	6.8
Customer satisfaction with custodial services	7.45	5.69	6.7	6.8
Customer satisfaction with landscaping/grounds maintenance	7.45	6.0	6.7	6.8

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of tenant improvement projects completed on schedule	100	82	97	98
Percentage of lease reviews completed by the date requested	100	99	97	98

Percentage of HVAC and maintenance emergency work orders responded to within 24 hours	99	99	99	99
Ratio of preventative maintenance work orders to total maintenance requests	1:2.5	1:2.5	1:2.78	1:2.8
Percentage reduction in ratio of planned to unplanned work orders	28	28	28	28

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

Mission:

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

Description:

The Construction Services subprogram contracts and oversees design and construction of large Capitol Improvement and Building Renewal Projects. This group also assists Building and Planning Services in the preparation of estimates and budgets for Capitol Improvement and Building Renewal projects. This subprogram also assists the Department of Corrections and the Department of Juvenile Corrections in planning and budgeting new correctional facilities projects and then contracts and oversees their design and construction. Constructs facilities for the Department of Corrections using inmate labor. This group functions as general contractor purchasing materials, supervising inmate labor and hiring subcontractors as required to construct facilities. (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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,015.4	691.5	695.0
Other Non Appropriated Funds	2,261.0	109.2	109.2
Federal Funds	0.0	0.0	0.0
Program total	3,276.4	800.7	804.2
FTE Positions	11.3	11.3	11.3

◆ **Goal 1** To deliver customer service that is second to none in the Construction Services subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction with general construction projects	7.1	5.58	6.78	6.79

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of General Construction projects completed on schedule	100.0	100	97.0	97.0
Percentage of General Construction projects completed within budget	100.0	100	97.0	97.0

ADA 4.0

Program Summary
HUMAN RESOURCES

Kathy Peckardt, Assistant Director
Phone: (602) 542-8378
A.R.S. § 41-702

Mission:

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

Description:

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

This Program Contains the following Subprograms:

- ▶ **Benefits and Insurance**
- ▶ **Human Resource Operations**

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	18,748.5	19,879.3	21,197.0
Other Non Appropriated Funds	509,801.3	551,909.7	551,909.7
Federal Funds	0.0	0.0	0.0
Program total	528,549.8	571,789.0	573,106.7
FTE Positions	184.0	184.0	184.0

◆ **Goal 1** To deliver customer service that is second to none in the Benefits and Insurance subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction rating with benefit plans (scale 1-8)	6.07	6.24	6.25	6.25
Percentage of customers satisfied with the open enrollment process	91	86	87	88
Percentage of customers satisfied with providing information and education	91	86	87	88
Number of State employees attending an Benefit Options Wellness Event	36,402	28,642	29,114	29,114
Customer satisfaction with the Benefits program (monthly)	n/a	6.18	6.20	6.30

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of open enrollment completed via Web or IVR	100	100	100	100
Percentage of New Hire enrollment completed via Web or IVR	100	100	100	100

ADA 4.2

Subprogram Summary

HUMAN RESOURCE OPERATIONS

Kathy Peckardt, Assistant Director
Phone: (602) 542-8378
A.R.S. § 41-702

Mission:

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

Description:

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

(NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating)

ADA 4.1

Subprogram Summary
BENEFITS AND INSURANCE

Susan Strickler, Benefits Manager
Phone: (602) 542-4788
A.R.S. § 41-702, 38-651 to 38-654

Mission:

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

Description:

The Employee Group Benefits Program administers an employer-maintained plan, which provides a variety of group insurance plans for employees. Plans currently offered include a self-funded medical plan as well as dental, vision, basic life, supplemental life, dependent life, short-term disability, long-term disability and flexible spending accounts. The subprogram also manages a 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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,758.3	4,845.3	4,879.3
Other Non Appropriated Funds	509,215.9	551,070.8	551,070.8
Federal Funds	0.0	0.0	0.0
Program total	513,974.2	555,916.1	555,950.1
FTE Positions	35.0	35.0	35.0

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	13,990.2	15,034.0	16,317.7
Other Non Appropriated Funds	585.4	838.9	838.9
Federal Funds	0.0	0.0	0.0
Program total	14,575.6	15,872.9	17,156.6
FTE Positions	149.0	149.0	149.0

◆ **Goal 1** To deliver customer service that is second to none in the Human Resource Operations subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction with providing personnel rules and guidance	6.55	6.56	6.6	6.7
Percent difference in average salaries between State employees and the labor market	20.0	20.4	21.7	17.7
Customer satisfaction with providing statewide employee training (AzGU)	5.92	5.65	5.8	5.9
Percentage of placements through Career Center	49	35	50	50
Maintains Training Records (STARS) (AzGU)	n/a	5.77	5.8	5.9

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of rules developed and promulgated	1	1	2	1
Average turnaround time for processing 4th level grievances (days)	14.9	17.8	15	15
Average turnaround time (days) for processing all classification actions (covered & uncovered positions)	3.2	6.7	10	10
Average time to fill a vacant position	n/a	n/a	60	60

Explanation: Hiring Gateway replace Resumix

ADA 5.0 **Program Summary**
INFORMATION TECHNOLOGY SERVICES
 Michael Tothrow, Assistant Director
 Phone: (602) 542-2250
 A.R.S. § 41-711, 41-712, 41-713, 41-704

Mission:

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

Description:

The Information Services program is responsible for providing information technology and networking services to state agencies. These types of services are processing, application maintenance, system and technical support, act as the State's agent for telecommunications carrier services, all relevant security assessments, evaluation, provisioning, and consulting. Services are charged back to the customer through a monthly billing process. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).

This Program Contains the following Subprograms:

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

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	25,460.0	25,879.9	25,889.0
Other Non Appropriated Funds	15,507.2	35,681.6	34,681.6
Federal Funds	0.0	0.0	0.0
Program total	40,967.2	61,561.5	60,570.6
FTE Positions	219.5	185.1	185.1

ADA 5.1 **Subprogram Summary**
ARIZONA TELECOMMUNICATIONS SERVICES
 Michael Tothrow, Acting Assistant 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:

Laws 2005, Chapter 301, directed the Arizona Department of Administration (ADOA) to establish a Telecommunications Program Office within ADOA to provide for the installation and maintenance of telecommunication systems and to act as the State's agent for telecommunications carrier services to the offices, departments and agencies of the State. This new telecommunications program is AZNET. The Legislature further directed that the administrative costs of the Telecommunications Program Office be shared proportionately by all State agencies within the program. Five business functions characterize the telecommunications program: the Telecommunications Program Office, Level 1 Help Desk, State Switchboard, Security Investigation Team, and 9-1-1 Administration.

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

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

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

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

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

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,577.2	2,169.0	2,170.5
Other Non Appropriated Funds	15,507.2	35,681.6	34,681.6
Federal Funds	0.0	0.0	0.0
Program total	23,084.4	37,850.6	36,852.1
FTE Positions	61.1	26.7	26.7

◆ **Goal 1** To deliver customer service that is second to none in the Telecommunications subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction with state switchboard services	n/a	n/a	6.5	6.5
Customer satisfaction rating with Statewide Telecommunications Contract services	n/a	6.5	6.5	6.5
Customer satisfaction rating with voice telecommunications services (scale 1-8)	8.00	5.67	6.50	6.50
Customer satisfaction with connectivity to the Wide Area Network (MAGNET)	7.4	6.25	6.25	6.25

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Percentage of time primary components of voice system are available and accessible 100 100 99.9 99.9

ADA 5.2 Subprogram Summary
DATA CENTER
 Michael Tothrow, Assistant Director
 Phone: (602) 542-2250
 A.R.S. § 41-711

Mission:

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

Description:

The IPC operates and maintains the computer processing platforms essential to the operation of the Arizona Department of Administration, Arizona Department of Transportation, Arizona Department of Revenue, Arizona Department of Corrections, Arizona Health Care Cost Containment System, and several other agencies. The staff of the center provides 24-hours a day, 7 days a week technical and operations support to the membership of user agencies in addition to a substantial number of regular machine monitoring and tuning duties. The facility housing the information processing center additionally houses the technical support staff of several Information Services subprograms, and is a major communications and monitoring facility for services being provided on a statewide basis.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	12,358.4	13,895.4	13,903.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	12,358.4	13,895.4	13,903.0
FTE Positions	74.5	65.0	65.0

◆ **Goal 1** To deliver customer service that is second to none in the Data Center subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction rating with mainframe processing (scale 1-8)	7.80	6.20	6.50	6.50
Percentage of calls to the Help Desk resolved during first contact with customer's problem	96.27	82.89	80.0	80.

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage systems are available	99.84	99.9	99.7	99.7
Percentage of mainframe batch availability	99.90	99.9	99.7	99.7
Percentage of mainframe scheduled batch jobs completed on time	99.64	99.0	99.5	99.5

ADA 5.3 Subprogram Summary
ENTERPRISE APPLICATION SERVICES

Michael Tothrow, Assistant Director
 Phone: (602) 542-2250
 A.R.S. § 41-711

Mission:

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

Description:

This group's primary focus is to provide knowledge and expertise to evaluate, develop, and implement the proper technologies and applications that address our customers' business problems. The section's current work units are: The Arizona Financial Information Systems (AFIS) Programming Support group, the ADOA LAN, Server Housing and Support, WEB Hosting, and the Data Resource Management group. Their activities typically involve system development and related support strategies, file and storage assessment, application design consultation, and significant issues regarding application development, access and performance, communications and deployment.

The Local Area Network (LAN) unit provides LAN services and support to divisions of the Department of Administration including file and print services, Email services, file backup and recovery, desktop (workstation) support, internet and mainframe connectivity, workstation set-up and installation, and trouble shooting.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,122.8	4,491.2	4,491.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,122.8	4,491.2	4,491.2
FTE Positions	23.0	42.9	42.9

◆ **Goal 1** To deliver customer service that is second to none in the Enterprise Application Services subprogram

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction with the Local Area Network	7.83	7.93	6.5	6.5
Percent of time database systems are on-line and available	99.85	100	99	99
Percentage of RFSs completed within allocated time	91.29	97.23	85	85
Percentage of enterprise application work completed within customer's required timeframe	97.50	99.40	90.00	90.00

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage accessibility and availability of the LAN	99.89	99.76	98	98
Percentage availability of GroupWise during prime time support	99.73	99.5	98	98
Percentage of desktop software problems resolved within 15 minutes (LAN)	100	100	99.9	99.9
Percentage of time programs (HRIS, AFIS, Web) are available	99.89	99.85	99.0	99
Percentage of agreed upon milestones of HRIS replacement project completed on time	100	n/a	n/a	n/a
Percentage of RFSs completed correctly the first time	97.5	100	95	95

ADA 5.4 **Subprogram Summary**
INFORMATION TECHNOLOGY OPERATIONS
 Michael Tothrow, Assistant Director
 Phone: (602) 542-2250
 A.R.S. § 41-711

Mission:

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

Description:

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

Services include providing guidance and a liaison to all sections in the Arizona Department of Administration and the Information Services Division. Facilitates service delivery and develops relationships between the provider and recipient, seeking to effectively intervene if disputes arise. If problems ensue between ISD and its customer(s), the section is to become involved. It will document and formally note its involvement in activities, projects, and relationships by producing monthly measurements, surveying customers regarding their perceptions and attitudes, and drafting reports or analyses regarding the disposition of the business problem or issue.

Provide business application security and disaster recovery resources and techniques that protect the customer's information and computer applications and equipment. Also performs computer and telephone security incident investigations and provides security awareness training. This work unit also assists ISD customers and their business units prepare business continuity and emergency action plans.

Finance and Planning is responsible for the administration of all division accounting, budgeting, and billing activities. It monitors the accuracy and timeliness of all financial reporting to departmental and divisional management. It develops cost recovery rates and methodologies, as well as provides utilization information to customer agencies. The work unit processes transactions for services such as facilities maintenance, asset tracking, strategic and 3-year Information Technology planning, and personnel and payroll support.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,401.6	5,324.3	5,324.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	3,401.6	5,324.3	5,324.3
FTE Positions	60.9	50.5	50.5

◆ **Goal 1** To deliver customer service that is second to none in the Information Technology Operations subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction rating with information and data security services (scale 1-8)	6.30	5.00	6.00	6.00
Customer satisfaction with billing & collection services	n/a	n/a	n/a	n/a
Customer satisfaction with Finance and Planning (monthly)	n/a	n/a	n/a	n/a

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of automation bills issued by	100	100	83	83

the 3rd Friday of the month
 Percentage of telecommunication bills issued by the 4th Friday of the month 100 n/a n/a n/a

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

Mission:

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

Description:

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

This Program Contains the following Subprograms:

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

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	597.8	632.0	632.0
Other Appropriated Funds	13,464.5	16,962.3	16,957.1
Other Non Appropriated Funds	3,999.4	2,721.5	2,721.5
Federal Funds	0.0	0.0	0.0
Program total	18,061.7	20,315.8	20,310.6
FTE Positions	83.9	81.9	81.9

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

Mission:

To provide customer service to small licensing agencies in general accounting and centralized office support that is second to none.

Description:

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

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	231.8	177.3	172.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	231.8	177.3	172.1
FTE Positions	4.0	2.0	2.0

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,839.8	4,555.8	4,555.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,839.8	4,555.8	4,555.8
FTE Positions	23.0	23.0	23.0

◆ **Goal 1** To deliver customer service that is second to none in the State Boards Office subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Overall customer satisfaction (scale 1-8)	7.00	6.38	7.0	7.0

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of days to process invoices	2.80	n/a	4.00	4.0
Percentage error rate of claims	.17	n/a	2	2

◆ **Goal 1** To deliver customer service that is second to none in the Surplus Property subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction of onsite customers (monthly)	7.3	7.9	7.8	7.8
Customer satisfaction of in-field customers (monthly)	7.74	7.8	7.8	7.8
Customer satisfaction with Surplus Property	6.69	6.67	6.5	6.5

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of property pick-ups on time	99	99	99	99
Tons of paper recycled	1,096	1,000	1,100	1,100
Receiving backlog expressed as a percentage of items received within two days	83.7	83.5	85	87

ADA 6.2 **Subprogram Summary**
SURPLUS PROPERTY

Steve Perica, Administrator
Phone: (602) 542-0796
A.R.S. § 41-2606(B)

Mission:

To reuse surplus state and federal personal property through an effective and efficient distribution system in order to deliver customer service that is second to none to eligible governmental and non-profit organizations, and to maximize the dollar return to the state on the property sold to the general public.

Description:

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

ADA 6.3	Subprogram Summary OTHER SUPPORT SERVICES
Charlotte Hosseini, Deputy Director of Finance	
Phone: (602) 364-2710	
A.R.S. § 41-101.03, 41-701	

Mission:

To reduce state employees' commute travel in single occupancy vehicles within Maricopa County in order to improve air quality; to assist the Governor's Regulatory Review Council and agencies to fulfill their rulemaking responsibilities under the Administrative Procedure Act; to provide services and programs to assist government agencies, state employees, and the public to comply with federal and state disabilities laws; and to deliver customer service second to none to state agencies in the areas of printing, convenience copiers, common office supplies, mail handling (interoffice and U.S. mail), and office machine repair services.

Description:

Through promotion, education and incentives, the Travel Reduction Program encourages non-university state employees in Maricopa County to carpool, vanpool, bus, bicycle or walk to work. Other forms of travel reduction are also pursued by this program such as allowing selected employees to work at a location other than their traditional workplace one or two days per week. An annual travel reduction survey is administered by this program, distributed to 23,000 employees, and submitted to Maricopa County. Governor's Regulatory Review Council staff provides guidance regarding the rulemaking responsibilities of the Council and various state agencies. The Arizona Office for Americans with Disabilities (AOAD) provides technical assistance, research and training relevant to the Americans with Disabilities Act, Section 504 of the Rehabilitation Act of 1973, as amended and re-authorized, and other disability-related legislation. It accomplishes this by researching federal, state and local guidelines, policies, laws, rules, and by providing the updates. Information and referral services are provided to individuals, businesses and agencies to resolve questions and problems, both through the office and the toll free 800 statewide information line. AOAD also provides agency specific technical assistance and training. In addition, AOAD reviews policies and procedures, recommending changes to bring them into compliance with current disability laws. The Business Services Program provides quality service to the Arizona Department of Administration (ADOA) and other state agencies in the following areas: printing, including digital copy service, design/typesetting, color printing, professional bindery options and delivery service; mail service, including interagency route service, U.S. Mail processing, and parcel mail service; repair services for light office machines, including laser printers, fax machines, calculators, typewriters, and dictating equipment.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	597.8	632.0	632.0
Other Appropriated Funds	569.9	574.1	574.1
Other Non Appropriated Funds	2,586.8	2,621.5	2,621.5
Federal Funds	0.0	0.0	0.0
Program total	3,754.5	3,827.6	3,827.6
FTE Positions	37.9	37.9	37.9

◆ **Goal 1** To deliver customer service that is second to none in the Travel Reduction subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction with all Travel Reduction services	6.43	6.35	6.5	6.5
Customer satisfaction rating for capitol rideshare customers (monthly)	7.43	7.34	7.0	7.0
Customer satisfaction rating for travel reduction coordinators (bi-annual)	7.43	7.38	7.0	7.0

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of commuter club members (car-poolers, bus riders, walkers, bicyclists)	4,391	4,824	4,97	5.12
Number of matchlists processed	1,559	1,719	1,500	1,600
Percentage increase in bus riders	21.72	9	4	4
Agency sites that achieved their travel reduction goals	25	35	30	30
Percentage of all state employee commute trips that are drive alone	70.8	70.9	69.5	68.1
Percentage of ADOA employee commute trips that are drive-alone	60.4	63.3	61.6	60.0

◆ **Goal 3** To deliver customer service that is second to none in the Governor's Regulatory Review Council subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction of staff services by Agency representatives (monthly survey)	7.68	n/a	n/a	n/a
Customer satisfaction of staff services by Council members (monthly)	7.66	n/a	n/a	n/a
Customer satisfaction with all Governor's Regulatory Review Council (GRRC) services	6.69	6.4	6.6	6.7

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of courtesy reviews completed in two months or less	85	73	80	80
Percentage of five-year review reports acted on by Council consistent with staff recommendations	100	100	100	100
Percentage of rules approved on first hearing	99	100	99	99
Percentage of rules acted on by Council consistent with staff recommendations	100	100	97	97

◆ **Goal 5** To deliver customer service that is second to none in the Arizona Office for Americans with Disabilities subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction with all services of the Arizona Office for Americans with Disabilities	6.45	6.25	6.3	6.4

◆ **Goal 6** To deliver customer service that is second to none in the Business Services subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction with fixed assets accounting (internal)	5.57	n/a	n/a	n/a
Explanation: move to Administration				
Customer satisfaction with purchasing goods and services (internal)	6.42	n/a	n/a	n/a
Explanation: reorganized into EPS				
Customer satisfaction with payroll (internal)	6.89	n/a	n/a	n/a
Explanation: move to Administration				
Customer satisfaction with financial and management reporting (internal)	7.43	n/a	n/a	n/a
Explanation: move to Administration				
Customer satisfaction with the payment of vendors (internal)	6.75	n/a	n/a	n/a
Explanation: move to Administration				
Percentage of print orders delivered on schedule and to specification	86	82.3	85	85
Customer satisfaction with printing & copying services	6.8	6.43	6.5	6.5
Customer satisfaction with collecting & distributing mail	6.74	6.3	6.3	6.3
Customer satisfaction with maintaining & repairing office machines	6.92	6.6	6.5	6.5

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

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of discounts taken (payment of vendors)	84.6	n/a	n/a	n/a
Explanation: move to Administration				
Request for Quotation (RFQ) processing time	6.9	n/a	n/a	n/a
Explanation: move to Enterprise Procurement				
Fax On Demand (FOD) processing time	12.21	n/a	n/a	n/a
Explanation: move to Enterprise Procurement				
Percentage of payroll accuracy (internal)	99.5	n/a	n/a	n/a
Explanation: move to Administration				
Percentage of printing & copying pricing below private sector price	n/a	23	20	20
Average time for interagency mail to be routed through the ADOA system (days)	1.06	1.1	1.2	1.2
Percentage of repair services pricing below private sector	n/a	41	20	20

ADA 7.0

Program Summary
CAPITOL POLICE

Wendell Grasse, Chief of Capitol Police
Phone: (602) 542-0362
A.R.S. § 41-794 to 41-797

Mission:

To maintain an orderly, secure and safe environment where visitors, employees, and other persons conducting business with the State of Arizona, within the capitol complexes in Phoenix and Tucson, will be safe and secure.

Description:

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

ADA 6.4

Subprogram Summary
MOTOR POOL

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

Mission:

To ensure a second to none vehicle rental experience by providing clean, safe, and environmentally friendly vehicles designed to win long-term agency customer satisfaction and loyalty.

Description:

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

Funding and FTE

Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,823.0	11,655.1	11,655.1
Other Non Appropriated Funds	1,412.6	100.0	100.0
Federal Funds	0.0	0.0	0.0
Program total	11,235.6	11,755.1	11,755.1
FTE Positions	19.0	19.0	19.0

◆ **Goal 1** To deliver customer service that is second to none in the Motor Pool subprogram.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction with short-term (day use) vehicle rental	7.7	6.59	7.5	7.5
Customer satisfaction with long-term vehicle use	7.95	6.07	7.5	7.5

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of average taxi fleet utilization	58.33	62	85	85
Percentage of downtime of Fleet Management vehicles in total fleet	3.84	2.62	3	3

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,031.7	2,151.7	2,151.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,568.2	1,667.3	1,667.3
Federal Funds	95.0	0.0	0.0
Program total	3,694.9	3,819.0	3,819.0
FTE Positions	72.7	68.7	68.7

◆ **Goal 1** To deliver customer service that is second to none in the Capitol Police program.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction with crime prevention	6.36	6.49	6.2	6.2
Customer satisfaction with law enforcement	6.68	6.66	6.2	6.2

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average response time to emergency calls (minutes:seconds)	1:42	1:48	2:00	2:00
Number of Uniform Crime Reporting (UCR) part one crimes occurring within the Capitol Mall complex	62	89	100	100

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 our state employee customers who have work-related injuries.

Description:

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

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	86,552.4	83,649.3	88,118.5
Other Non Appropriated Funds	1,614.8	2,005.7	1,672.5
Federal Funds	0.0	0.0	0.0
Program total	88,167.2	85,655.0	89,791.0
FTE Positions	97.0	97.0	97.0

◆ **Goal 1** To deliver customer service that is second to none in the Risk Management program.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction with handling of property and liability claims on annual survey	6.67	6.49	6.5	6.5
Customer satisfaction with self-insurance on annual survey	6.65	6.65	6.5	6.5
Customer satisfaction with loss prevention	6.3	6.07	6.5	6.5
Customer satisfaction with Workers' Compensation	6.38	6.72	6.5	6.5

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Statewide incident rate per 100 Full Time Equivalent (FTE) positions (accepted claims)	5.20	4.20	5.40	5.40
Total dollar losses of property and liability claims (in millions)	32.3	37.8	37.5	41.9
Total dollar losses of workers' compensation claims (in millions)	19.7	20.1	22.9	22.9
Number of settlements and judgments of greater than \$250,000	5	8	15	15
Number of liability claims opened	3,402	3,686	4,000	4,000
Cost of risk per capita (dollars)	14.10	14.90	15.61	15.64



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

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,104.2	1,137.2	1,104.2
Other Appropriated Funds	13.9	14.1	13.9
Other Non Appropriated Funds	1,401.8	1,396.5	1,396.5
Federal Funds	0.0	0.0	0.0
Program total	2,519.9	2,547.8	2,514.6
FTE Positions	31.0	31.0	31.0

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 accept as changed or adjusted by legislation.

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average number of days from hearing request to hearing scheduling	2.29	4.44	4.44	4.44
Average number of days from hearing scheduling to first scheduled hearing	50.57	51.33	51.33	51.33
Average number of days from the first scheduled hearing to the conclusion of the hearing	8.35	10.74	10.74	10.74
Average number of days from the conclusion of the hearing to transmission of the decision to the agency	11.11	13.00	13.00	13.00
Average length of delay (in days) from first hearing date to conclusion of the case due to continuances	45.75	56.39	56.39	56.39
Average length of a single continuance [measured by first continuances only] (in days)	37.65	51.45	51.45	51.45
Cases docketed	7403	8511	8511	8511
Number of hearings held	4,379	4416	4416	4416
New cases docketed to cases concluded	1:1.03	1:974	1:974	1:974
Hearings conducted by contract administrative law judges	0	0	0	0
Average days from request for hearing to first date of hearing	52.97	55.75	55.75	55.75

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of agency acceptance of findings of fact and conclusions of law (excluding	92.05	90.46	90.46	90.46

recommended order) without modification				
Percent of agency acceptance of findings of fact and conclusions of law (including recommended order) without modification	87.14	84.36	84.36	84.36
Percent of OAH decisions contrary to original agency position	20.26	18.6	18.6	18.6
Percent of agency acceptance of contrary Office of Administrative Hearings decision	74.39	78.74	78.74	78.74
Percent of agency rejection of OAH decisions	3.05	3.94	3.94	3.94
Percent of cases reheard	.72	1.2	1.2	1.2
Percent of cases appealed to Superior Court	2.62	3.66	3.66	3.66
Percent of evaluations rating the administrative law judge excellent or good in attentiveness	97.25	97.7	98	98
Percent of evaluations rating the administrative law judge excellent or good in explaining the hearing process	97.13	97.5	98	98
Percent of evaluations rating the administrative law judge excellent or good in the use of clear and neutral language	96.97	97.5	98	98
Percent of evaluations rating the administrative law judge excellent or good in impartiality	95.49	96.20	97.00	98.00
Percent of evaluations rating the administrative law judge excellent or good in dealing with the issues of the case	95.21	95.70	96.00	97.00
Percent of evaluations rating the office excellent or good in sufficient space	95.56	94.3	95.0	96.0
Percent of evaluations rating the office excellent or good in providing freedom from distractions	96.51	96.40	97.00	98.00
Percent of evaluations rating the staff excellent or good in responding promptly and completely to questions	96.31	96.40	97.00	98.00
Percent of evaluations rating the staff excellent or good in courteous treatment	97.16	98.0	98	98

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average number of weekly requests to website	4286	5773	5773	5773
Average number of individual domains accessing the website per week	488	587	587	587
Advertisements of website capability per month	1234	1335	1335	1335
Publication of new informational articles on internet site	7	1	1	1
Average number of hits on articles on website per week	262	291	291	291
Average number of weekly hits on agency portal for case information	205	251	251	251
Average number of text searches of administrative law judge decisions per week	0	1	1	1



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. The Food Safety and Quality Assurance program protects against the distribution of unsafe, unwholesome, and improperly labeled meat, poultry, ratites, milk, and eggs. The Non-Food Product Quality Assurance program protects the public's interest by ensuring the quality of feeds, fertilizers, pesticides and seed. The Animal Disease Ownership and Welfare Protection program protects agricultural animals from disease or abuse, livestock owners against theft, and the public from harmful livestock interactions. The Pest Exclusion and Management program ensures the provision of pest-free agricultural products and protects the public from agricultural pests through prevention, control, and eradication. The Native Plant and Cultural Resources Protection program protects and conserves Arizona's native plants, historical sites, and other natural resources for present and future generations to enjoy and appreciate. The Pesticide Compliance and Worker Safety program protects public health, agricultural workers, and the environment by ensuring the proper use of crop protection products. The State Agricultural Laboratory supports the Department of Agriculture and other regulatory agencies in protecting consumers and natural resources through the provision of quality laboratory services. The Agricultural Consultation and Training program guides the agricultural community in a non-enforcement posture on regulatory matters administered by the Department. The Commodity Development and Promotion program fosters the domestic and international consumption of Arizona agricultural commodities and provides quality support services to contracted industry councils. Finally, the Administrative Services program provides leadership to ensure timely and efficient support services to all Department of Agriculture programs.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ FOOD SAFETY AND QUALITY ASSURANCE	5,851.4	7,093.9	6,921.5
➤ NON-FOOD PRODUCT QUALITY ASSURANCE	700.4	751.0	721.0
➤ ANIMAL DISEASE, OWNERSHIP AND WELFARE PROTECTION	3,277.9	3,923.1	3,449.9
➤ PEST EXCLUSION AND MANAGEMENT	4,771.1	4,668.8	3,935.4
➤ NATIVE PLANT AND CULTURAL RESOURCES PROTECTION	217.3	248.9	242.6
➤ PESTICIDE COMPLIANCE AND WORKER SAFETY	868.0	811.6	798.4
➤ ADMINISTRATIVE SERVICES	1,615.7	1,772.1	1,702.5
➤ STATE AGRICULTURAL LABORATORY	1,708.3	2,619.9	1,731.2
➤ AGRICULTURAL CONSULTATION AND TRAINING	529.5	2,447.9	2,440.7
➤ COMMODITY DEVELOPMENT AND PROMOTION	1,661.8	1,533.3	1,528.3
Agency Total	21,201.4	25,870.5	23,471.5

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	10,276.8	10,561.6	10,224.3
Other Appropriated Funds	2,475.5	2,830.4	2,737.8
Other Non Appropriated Funds	5,895.0	8,784.8	8,752.1
Federal Funds	2,554.1	3,693.7	1,757.3
Program total	21,201.4	25,870.5	23,471.5
FTE Positions	365.7	347.7	347.7

Strategic Issues:

Issue 1 *Since Information Technology (IT) is the cornerstone of the Department's regulatory and customer service efforts, without additional funding we will be unable to ensure the protection of the food supply, the public and the environment.*

Many years of real or "de facto" budget cuts have left our Information Technology (IT) in shambles. During FY 2005, the Department worked with GITA on evaluating what was needed to return us to a level that would allow us to carry out our mission and be responsive to the public and other governmental agencies. Although we have been able to purchase some of the needed equipment, we still do not have the resources in people and equipment we need. If we do not receive adequate funding to maintain what we have, we will again be sliding backwards. Even before we were able to purchase some new equipment, IT staff was in desperate need of skill upgrading to enable the Department to communicate with and provide services to the public and other agencies. Now with the new equipment the need for training has become even more critical. IT must provide service for 9 outlying offices along with 15 animal health and welfare officers and communicate with thousands of clients outside the Agency. Due to our inability to communicate, a real potential exists that taxpayers may be forced to spend thousands of unnecessary dollars. Updated technology and staff and increased staffing is essential for the Department to provide consistent and timely information necessary to prevent disasters and deal with emergencies.

Issue 2 *The budget reduction of 6.5 FTE (31%) and obsolete equipment at the*

State Agricultural Laboratory (SAL) have eroded the SAL's ability to perform rapid, definitive analyses which are essential to protect Arizona's citizens, food supply, environment and agricultural resources.

The SAL does not have adequate staffing to provide us with timely testing and scientific expertise. We rely on the State Agricultural Laboratory for the information we need to make decisions in response to emergency and enforcement situations. The resumption of general funding for 3 scientists is necessary to enable the SAL to produce the timely, accurate and defensible laboratory results with the integrity required to support our regulatory actions. Furthermore, the laboratory's equipment replacement budget must be reinstated after four years of non-funding so we can replace obsolete instrumentation. Without addressing these needs, the validity of the laboratory's data is not sustainable.

Issue 3 *Insufficient funding and staffing in the Pest Exclusion and Management (PEM) program has placed the State at serious risk for plant pest introduction(s) and compromised safeguarding of our food supply and homeland security.*

The State is at serious risk for pest introduction(s) as the Pest Exclusion and Management (PEM) program's ability to detect and prevent the spread of a plant pest, as well as participation in animal health compliance assistance, is severely diminished as the program's resources are insufficient to direct and execute all necessary exclusion and detection activities. In addition, the program's ability to conduct an effective, timely service oriented export certification program is being challenged due to staff reductions and the reduction in USDA staff in the State available to perform these services. The outcomes include, but are not limited to, serious pest introductions and eradication scenarios, challenges both domestically and internationally to program-issued export certifications, and, of utmost concern, would be a serious breach in the program's safeguarding efforts with regards to our food supply or homeland security.

Issue 4 *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 5 *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 West Nile Virus, 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 6 *For the Department to capitalize on federal and outside funding opportunities, State funds are required.*

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

AHA 1.0

Program Summary

FOOD SAFETY AND QUALITY ASSURANCE

Dr. John W. Hunt, DVM, Associate Director
Phone: (602) 542-7186
A.R.S. § 3-101 et seq

Mission:

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

Description:

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

This Program Contains the following Subprograms:

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

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,268.3	1,327.4	1,284.7
Other Appropriated Funds	1,322.9	1,626.4	1,566.9
Other Non Appropriated Funds	2,592.9	3,527.1	3,456.9
Federal Funds	667.3	613.0	613.0
Program total	5,851.4	7,093.9	6,921.5
FTE Positions	116.8	114.2	114.2

AHA 1.1

Subprogram Summary

ANIMAL PRODUCTS FOOD SAFETY AND QUALITY INSPECTION

Dart Easterday, Administrator
Phone: (602) 542-0869
A.R.S. § 3-101 et seq.

Mission:

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

Description:

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

(Thousands)

Funding and FTE

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,268.3	1,327.4	1,284.7
Other Appropriated Funds	524.8	670.7	646.2
Other Non Appropriated Funds	7.5	28.6	28.6
Federal Funds	667.3	613.0	613.0
Program total	2,467.9	2,639.7	2,572.5
FTE Positions	37.6	35.0	35.0

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

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of pounds of fluid milk removed from sale by inspectors due to non-compliance with regulations	464,745	443,164	400,000	400,000
Number of documented food-borne bacteria outbreaks linked to Arizona state-inspected dairy facilities	0	0	0	0
Total number of dairy-related inspections	968	948	975	975
Total number of wholesale and retail egg inspections	1,811	5,069	3,000	3,000
Total number of individual shell eggs inspected under State inspection	143,375	270,375	800,000	800,000
Number of egg dozens retained by inspectors for non-compliance with State standards	19,222	57,137	250,000	250,000
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	45	43	45	45
Percent of meat and poultry product tests in compliance with bacteria, drug and chemical residue requirements	99.61	93.00	99.00	99.00

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

Mission:

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

Description:

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

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	798.1	955.7	920.7
Other Non Appropriated Funds	2,585.4	3,498.5	3,428.3
Federal Funds	0.0	0.0	0.0
Program total	3,383.5	4,454.2	4,349.0
FTE Positions	79.2	79.2	79.2

◆ **Goal 1** To maintain an effective system of fresh produce inspections and

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
field monitoring activities.				
Number of federal-state inspections	43,938	40,181	42,000	42,000
Number of cartons shipped by industry (in millions)	104	103.6	104	104
Number of citrus, fruit & vegetable inspections	31,460	29,345	35,000	35,000
Number of federal-state and citrus, fruit, and vegetable produce inspections	75,398	69,526	73,000	73,000
Number of written violations	13	36	36	36
Number of verbal violations	45	85	85	85

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

Mission:

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

Description:

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

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	697.9	743.5	721.0
Other Non Appropriated Funds	2.5	7.5	0.0
Federal Funds	0.0	0.0	0.0
Program total	700.4	751.0	721.0
FTE Positions	10.5	10.5	10.5

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total number of all ESD applications received	21,811	24,414	24,000	24,000
Weighted time average in calendar days from receipt of completed application to issuance or denial of all requests within a required time frame	12	14	15	14

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total number of regulatory actions taken	391	236	240	250
Total number of inspections conducted	782	511	640	640

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Number of feed, fertilizer, pesticide and seed labels inspected in the market place	8,048	4,096	5,100	5,100
Number of feed, fertilizer, pesticide and seed samples collected	1,633	1,213	1,500	1,500
Number of samples found deficient through laboratory analysis	117	73	90	90

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

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,273.4	2,365.5	2,289.5
Other Appropriated Funds	208.0	138.6	138.6
Other Non Appropriated Funds	648.4	702.8	702.8
Federal Funds	148.1	716.2	319.0
Program total	3,277.9	3,923.1	3,449.9
FTE Positions	42.6	42.6	42.6

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of custom exempt and home processing inspections	1,364	1,483	1,450	1,450
Number of strays - animal at large investigations	2,018	2,086	2,000	2,000
Number of animal care investigations	1,570	1,973	1,950	1,950
Number of theft investigations	59	77	75	75
Number of livestock movement inspections (range cattle form 1)	4,090	4,478	4,400	4,400
Number of self inspection certificates issued	n/a	27,548	30,000	30,000

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of quarantine sites in Arizona for all diseased livestock and fish	2	30	15	6
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	1	2	0	0
USDA disease status for Arizona for bovine brucellosis and tuberculosis, and swine pseudorabies	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.

Mission:

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

Description:

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

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,403.0	3,446.7	3,328.5
Other Appropriated Funds	1.4	21.4	21.4
Other Non Appropriated Funds	598.6	585.5	585.5
Federal Funds	768.1	615.2	0.0
Program total	4,771.1	4,668.8	3,935.4
FTE Positions	107.2	94.2	94.2

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of pest interceptions within the state interior	10,302	13,487	10,000	10,000
Number of interceptions resulting in enforcement actions within the state interior	344	300	275	275

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of trucks rejected at all ports	19,125	14,696	13,000	12,000
Number of pest interceptions at all ports	17,681	14,041	13,000	12,000
Percent of inspected trucks rejected at ports	11	11	10	10
Number of weed management areas established in cooperation with governmental and private entities	22	26	26	26
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

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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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of federal phytosanitary certificates written	5,179	5,334	5,500	5,500

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

Mission:

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

Description:

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

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	141.2	168.4	162.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	76.1	80.5	80.5
Program total	217.3	248.9	242.6
FTE Positions	5.0	5.0	5.0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of criminal referrals received	10	29	32	33
Number of civil referrals received	1	2	4	5
Number of investigations opened	11	27	36	38
Percent of investigations completed	100	49	56	65
Number of native plant cases with successful compliance	9	8	16	18

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

Mission:

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

Description:

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

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	358.8	361.2	348.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	41.1	40.2	40.2
Federal Funds	468.1	410.2	410.2
Program total	868.0	811.6	798.4
FTE Positions	11.0	11.0	11.0

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of worker safety issues addressed during inspections	7,220	7,700	8,500	8,500
Number of worker safety issues identified as being out of compliance	287	199	250	250

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of pesticide use inspections	188	191	225	225
Number of inspection issues identified as pesticide misuse	56	47	59	59

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

Mission:

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

Description:

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

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Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,440.7	1,495.1	1,445.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	174.7	277.0	257.0
Federal Funds	0.3	0.0	0.0
Program total	1,615.7	1,772.1	1,702.5
FTE Positions	22.6	21.2	21.2

Number of "high priority" sample analyses completed by the due date	2,314	2,887	2,800	2,750
Percent of overall customer satisfaction rating for laboratory services	96	97	94	93
Percent of customer satisfaction rating regarding the lab's "timely delivery of service"	86	92	88	85

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

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of employee travel claims correctly processed within ten days	97	100	100	100
Percent of vendor invoices paid within 30 days	99	100	100	100
Percent of agency staff turnover	n/a	28.5	25	25
Administration as a percent of total cost	7.9	7.6	6.8	7.2

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of forms offered on line	40	37	37	37

Mission:

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

Description:

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. The final product of the OSV is a comprehensive, detailed report outlining recommendations to increase compliance with specific issues of regulatory concern, or a nutrient management plan, which is developed over a series of OSVs and follow-up visits. This program was first established in FY 1995.

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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,398.5	1,426.7	1,394.0
Other Appropriated Funds	57.7	65.3	63.3
Other Non Appropriated Funds	56.0	130.9	130.9
Federal Funds	196.1	997.0	143.0
Program total	1,708.3	2,619.9	1,731.2
FTE Positions	23.5	22.5	22.5

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of "high priority" samples	2,653	3,287	3,300	3,300

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	134.1	139.0	134.1
Other Appropriated Funds	46.4	66.8	64.5
Other Non Appropriated Funds	216.7	2,119.0	2,119.0
Federal Funds	132.3	123.1	123.1
Program total	529.5	2,447.9	2,440.7
FTE Positions	7.5	7.5	7.5

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of agricultural consultation and training compliance issues addressed	3,572	3,970	3,505	3,986
Number of compliance issues needing correction	691	678	992	1,142
Number of on-site visits	122	87	60	72
Number of Worker Protection Standard individuals trained in English	301	24	50	75
Number of Worker Protection Standard individuals trained in Spanish	105	262	500	750
Number of outreach and education seminars and workshops	76	59	67	73
Number of outreach and education seminar and workshop participants	1,635	3,617	3,915	4,215
Number of Comprehensive Nutrient Management Plans developed	n/a	2	10	2
Number of animal feeding operations receiving assistance	42	70	10	2
Number of follow-up on-site visits	15	16	15	2

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Number of grant applications	n/a	101	150	200
Number of grants awarded	n/a	Baseline	50	50
Average amount of grant award (dollars)	n/a	Baseline	75,000	75,000
Number of grant criteria public comment workshop participants	n/a	29	50	75

AHA 10.0 **Program Summary**
COMMODITY DEVELOPMENT AND PROMOTION
 Stephanie L. Proper, Program Manager
 Phone: (602) 542-0978
 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:

This program fosters economic growth in Arizona by providing marketing services that stimulate domestic and international consumption of Arizona farm and food products by educating consumers about the advantages of selecting Arizona grown foods and fibers. International efforts include: marketing international opportunities for Arizona's farmers, ranchers and food processors; participating at international food tradeshows; and managing the Department's involvement in the various committees of the Arizona-Mexico Commission.

*Note: 17.5 of the FTE positions shown in this program reflect employees of the Arizona Cotton Research and Protection Council.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,564.1	1,394.8	1,459.8
Federal Funds	97.7	138.5	68.5
Program total	1,661.8	1,533.3	1,528.3
FTE Positions	19.0	19.0	19.0

◆ **Goal 1** To increase awareness of Arizona products, locally, nationally and internationally through the Arizona Grown Program.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of international trade shows and missions	7	4	5	6
Number of businesses reporting international sales data	7	7	8	8
Number of international buyers and sellers contacted with promotional materials	822	300	400	550
Number of producers actively participating in the Arizona Grown program	174	21	23	25



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

Mission:

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

Description:

The State Board of Appraisal processes the applications of those applying for real estate appraiser licensure, certification, or tax agent registration, assuring that all candidates meet the education and experience requirements as set forth by the Appraisal Qualification Board of the Appraisal Foundation. The Board acts as a disciplinary body to ensure conformity to the statutes, rules, and regulations governing the Board. In addition to protecting the interests of the general public, the Board provides services for the appraisers, course providers, property tax agents, other state appraisal boards, and lending institutions. These functions are accomplished through implementation and enforcement of the provisions of Title XI of the Financial Institutions Reform, Recovery, and Enforcement Act of 1989 and state statutes applicable to real estate appraisers and property tax agents.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	486.3	620.2	536.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	486.3	620.2	536.3
FTE Positions	4.0	4.5	4.5

Strategic Issues:

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

The Board has completed updating its statutes and rules to make them consistent with federal laws, as well as updating its statutes providing for increased property tax registration fees and extending the property tax registration validity to two years. The Board has completed the revision to its rules as they relate to supervising appraisers and trainees, to become effective 1/1/07. The Board has completed the revision to its disciplinary rules pursuant to A.R.S. § 32-3605(B)(10). The Board has updated its statutes to raise the cap for Board member compensation to bring the compensation in line with other Boards. The Board will be revising its rules to adopt the latest Real Property Appraiser Qualification Criteria established by the Appraisal Subcommittee, to become effective 1/1/08. The Board will be updating its rules to increase the fees for course approval and course renewal.

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of complaints received against appraisers	257	183	200	200
Number of complaint resolutions	179	170	180	180
Appraisers with more than one complaint filed	23	28	20	20

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average days from receipt of application to test approval	25	25	25	25

Average days from receipt of test scores to licensure/ certification	2	2	2	2
Average days from receipt of non-resident application to licensure/certification	3	3	3	3
Percent receiving licenses/ certificates per applications received	90	90	90	90

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Disciplinary actions	14	13	20	20
Recidivism rate for those receiving disciplinary action	3	6	5	5
Average days from receipt of complaint to resolution	184	100	150	150
Average annual backlog of non-current cases	14	12	10	10

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Processing days from receipt of registration until name appears on list	2	2	2	2
Days from receipt of renewal form until the list is updated	2	2	2	2
Number of new and existing licensees	2,500	2,708	2,860	3,040
Administration as percent of total cost	2.2	2.2	2.2	2.2
Customer satisfaction rating (scale 1-8)	7.5	7.5	7.5	7.5



HUA 0.0

Agency Summary
COMMISSION ON THE ARTS

Shelley Cohn, Executive Director
 Phone: (602) 255-5882
 A.R.S. § 41-982

Mission:

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

Description:

The Arizona Commission on the Arts (ACA) works to ensure Arizona is a place where everyone can find opportunities to participate in the arts, living, working and playing in communities that are healthy, vital and creative. The Commission creates value for people and communities in Arizona by maximizing its resources in four key areas: Partnerships, Leadership Activities, Services, and Strategic Funding. The 15 Governor-appointed Commissioners, and agency staff, work in partnership with schools, communities, artists and arts organizations to deliver arts experiences, and the benefits of arts participation, statewide.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,818.2	3,837.1	3,818.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,633.5	2,733.7	2,707.1
Federal Funds	0.0	0.0	0.0
Program total	6,451.7	6,570.8	6,525.3
FTE Positions	18.0	18.0	17.0

Strategic Issues:

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

Arizona’s communities are competing regionally, nationally and globally to be desirable places for people to live and do business. The presence of arts experiences in a community is a necessary part of the “mix” of activity to attract and retain residents – residents who, in the 21st century, are followed by business, which is increasingly “going to where the creative workers are.” Indeed, with intellectual property being the US’s largest export, the development of creative industries, and the attraction and retention of business by ensuring their location in a culturally active community, are key to the success of Arizona’s communities and the state. Arts and cultural activity is a clean industry, and one which by its nature contributes to community engagement. From the sole proprietorship through which an individual artist creates and sells their product, to the medium or large nonprofit organization which is a cornerstone of the community’s identity, to the commercial booksellers, music stores, film production companies and concert presenters – a range of artistic offerings brings people together and provides for the “24/7” vibrant activity which vitalizes communities.

At a more direct level, Arizona families are overwhelmingly challenged by the rate of single-parent households, student dropouts, teen suicide, and demographic change. Avenues for arts participation provide opportunities for families and neighbors to participate together and take that experience home to recall and discuss.

The Commission must have the capacity to support – through direct financial investment, staff/professional support for business/artistic development, and through partnerships and leadership activities – a broad range of individuals and organizations which create, present and produce arts experiences for people in a variety of settings; and to engage in discussion and planning to contribute to broad community objectives.

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

The arts serve multiple purposes in society. They are a means of collective cultural

expression and a reason for people to come together. People participate in the arts to understand and interpret history; to make sense of contemporary events; to celebrate; to commemorate; to understand the experiences and perspectives of others; to mark passages and changes in individual lives, in families, in communities and in American life. According to recent research*, “the goal of public policy should be to bring as many people as possible into engagement with their culture through meaningful experiences of the arts.” By working in partnership and collaboration with other public policy forums and leaders such as those in education, workforce preparation, transportation, community development and revitalization (especially in rural Arizona and the “boomburbs”), tourism, healthcare and services to the aging, the Commission brings a vital and additional perspective to public policy decisions. It has a history of ensuring access to the arts for people and communities that are underserved. These include youth at risk, rural and Native communities, and people with disabilities – a particularly relevant issue given the attraction of Arizona to such individuals (due to its temperate climate and architectural accessibility relative to “older” communities). Our experience in supporting the work of public transit design, education leaders, cultural tourism and rural community development efforts will serve us as we increase our partnerships to include hospitals/healthcare providers, municipal planners, the justice and safety circles, and others.

Robert Putnam, in his book “Bowling Alone,” describes the importance of “social capital” in a society that increasingly isolates individuals. Through engagement in live arts activities, people are brought together in community spaces. Recent research** demonstrates that those who participate in the arts are much more likely to be “active” in other civic activities including voting, volunteering their time, donating to charitable causes, and attending a house of worship.

The Commission must have the capacity to increase civic and community “activity” through the arts, and to participate in discussions in the public and private sectors which address public policy and result in good government.

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

The Commission is committed to providing access to opportunities at all life stages. For preK-12 students, this is addressed by making the arts an integral part of curriculum and in ways that ensure students (and teachers) are able to address and meet the Arizona Arts Standards. For individuals throughout their lives, meaningful engagement in the arts can take the shape of attendance at arts activities; membership in arts organizations; contributions of time, expertise or money to arts organizations which are valued by individuals; and individual creative activity in formal or informal settings.

Through individual experiences, intrinsic benefits occur for people. It is through the collective creation of individual/personal benefits that public benefits/value accrue* such as economic development, student self-esteem and self efficacy, family health, academic achievement, and community engagement. (The issue of self-efficacy is especially poignant for Arizona families. In relation to young people, this refers to the belief in one’s ability to perform a variety of tasks, and to both perceive and understand that one’s actions have some impact outside of oneself – to the greater community and society. The Commission’s activities include those that engage youth – including programs that target youth at-risk – in arts-based programs that engage them in activities that stress critical thinking, self-awareness, choice-making and creative problem-solving, and teamwork – all skills that promote success in life as well as school.)

Related to Goal #2, we wish to note that the public benefits derived from the availability of arts experiences are not relegated to the individuals directly participating in the arts. According to recent research*, the benefits created through the arts include a wide range of direct economic benefits (employment, tax revenues, spending in the arts), indirect economic benefits (the attraction of business and individuals to locations where the arts are available), and “public-good” benefits. These latter are important because they benefit both those directly involved in the arts, and those who are not. Existence benefits include the satisfaction individuals derive from knowing the arts exist and are being preserved (much like a park or library) even if they themselves do not participate. Option value is the benefit people derive from knowing the arts exist and that they can thus participate in the future (whether they do or not). Option value is a key driver in many corporations’ decisions to relocate, or remain, in a given community as it is a primary benefit they can offer to current and future employees and their families. Bequest value is the satisfaction individuals derive for preserving the arts for future generations. Finally, individuals value the arts because they can contribute to the

general education and satisfaction of the population – resulting in a happier and more productive population. The Commission must have the capacity to support opportunities for people in Arizona to broaden, deepen and diversify their participation in the arts; and to measure and observe changes in participation and their impact.

* “Gifts of the Muse: Reframing the Debate About the Benefits of the Arts”, 2004 RAND Corporation

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

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number community-driven project applications received/number funded	499/440	488/443	500/450	510/455
Number grant applications from ethnic-run organizations	62	67	70	72
Number of outreach activities including site visits, public presentations, convenings, and technical assistance (in thousands)	14.4	16.2	16.3	16.4
Number impacted by outreach activities (in thousands)	15.3	16.6	16.7	16.8
Percentage of applications from ethnic-run organizations funded	80	91	90	90
Number/percentage of applications from rural applicants that are funded	126/88	137/91	140/90	145/90

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
State funds invested in programs for public participation in the arts	2,967.0	3,514.8	3,654.1	3,654.1
The cumulative contributions to Arizona ArtShare increase in both non-designated funds and contributions to arts organization endowments (in thousands)	29,100	34,011	36,000	38,000
Number of public policy forums in which the Commission participates to integrate the arts	13	26	26	27

Explanation: This is a subset of total leadership forums measure, and reflects partnership in non-arts sectors.

Constituent satisfaction ratings (scale of 0-8)	7.42	7.00	7.10	7.20
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◆ **Goal 3** To ensure Arizonans experience lifelong opportunities to participate, create and learn through the arts.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Individuals benefiting from programs sponsored by agency (in thousands)	7,121.3	7,600.0	7,700.0	7,800.0
Total amount of state investment in arts participation opportunities	3,028.3/42	2,984.0/46	3,144.9	3,144.9

Explanation: As of FY06, the Commission no longer accepted specific grant request amounts, as funding is based on a specific formula; the second figure (percentage of request funded) no longer exists

Number organizations that did not apply in previous year funded/percent funded	92/83	97/81	110/90	112/90
Total amount of other public and private funds leveraged for arts participation opportunities/state investment (in millions)	97/3.0	102/2.9	103/2.9	103/2.9

Explanation: FY05 figure estimated as of 8/31/05; actual figures available 11/30/05.



AXA 0.0

Agency Summary
ASU - POLYTECHNIC

Dr. Michael Crow, President
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To emphasize professional and technological programs based in the liberal arts and sciences and engage in intellectual inquiry focused on addressing societal needs by offering undergraduate and graduate programs primarily in professional and technological fields and in selected areas of the liberal arts and sciences; engaging in forms of scholarship involved with discovering, integrating, applying, and transmitting knowledge to address the conditions and concerns of society; and working with community partners in accomplishing all aspects of this mission.

Description:

ASU - Polytechnic serves students and the metropolitan area through baccalaureate and graduate degree programs as well as through applied research and service. All programs at ASU - Polytechnic provide students with the knowledge and extensive technological competence to succeed in their chosen professions and further learning. ASU - Polytechnic 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 - Polytechnic 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)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ACADEMIC PROGRAMS AND SERVICES	31,046.5	36,798.0	49,118.5
➤ ADMINISTRATIVE SERVICES	3,418.4	4,577.6	5,299.4
Agency Total	34,464.9	41,375.6	54,417.9

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	13,040.2	15,394.7	27,524.4
Other Appropriated Funds	12,372.0	14,961.4	15,144.0
Other Non Appropriated Funds	6,141.0	7,816.6	8,226.3
Federal Funds	2,911.7	3,202.9	3,523.2
Program total	34,464.9	41,375.6	54,417.9
FTE Positions	422.7	490.8	533.2

Strategic Issues:

Issue 1 *How to improve the quality of the undergraduate and graduate educational experience*

Undergraduate and graduate education are the cornerstones of the university enterprise. Students seek a high quality education that prepares them to be successful in their careers, to contribute to society, and to become lifelong learners. Today's graduates must have strong communications, team building, and critical thinking skills as well as a global perspective to be successful. A renewed 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; 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 has recently

begun new educational initiatives, including the establishment of the University College, offering new and unique expanded law school programs, and furthering interdisciplinary programs through the development of new schools and centers. ASU is collaborating with the University of Arizona in developing an educational program in biomedicine in metropolitan Phoenix and in developing a complementary interdisciplinary program in biomedical informatics. An area of concern for ASU is that even though the teaching load of tenure-track faculty has risen over the last ten years, undergraduate access to tenure-track faculty has fallen, reflecting the fact that enrollment growth has outstripped our resource base. For example, at the Tempe campus the ratio of students to tenured/tenure-track faculty has increased from 25:1 in Fall 1991 to 35:1 in Fall 2004.

Issue 2 *How to provide access to education for a growing student population given limited financial resources*

To broaden access to a quality education for all segments of the population, ASU with its three current campuses, the developing ASU at the Downtown Phoenix campus, and the School of Extended Education instructional sites throughout the metropolitan region, 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 diminished state general fund support for higher education place the idea of broad access at risk. Tuition increases approved by the Board of Regents for Fall, 2003, 2004, 2005, and future increases consistent with Board policy in Changing Directions, will help offset some of the increasing need for financial aid and improve affordability for a greater number of students. In addition to setting aside 14 percent of tuition revenues for need-based financial aid, ASU will also set aside 15 percent of program fees.

ASU is strongly committed to providing access to college for all qualified students. Furtherance of this goal requires bold and sustained planning to provide for the projected increases in enrollments, primarily of undergraduate students. In partnership with the City of Phoenix, ASU is in the process of planning for a new ASU at the Downtown Phoenix campus, which, by the completion of Phase I in the year 2010, will accommodate about 6,700 students. This planned unique cluster of colleges and school on the Downtown Phoenix campus will have a common focus on the public mission of ASU. In addition, both the ASU West and the ASU Polytechnic campuses are also each expected at build-out in the year 2020 to serve up to 20,000 students each, reaching this goal through a series of planned expansion phases. See the recently approved Comprehensive Development Plan for a New American University for more detail on the development of the university's campuses (www.asu.edu/cdp).

ASU is requesting \$12.5 million (\$25 million over two years) to begin the implementation of Application for Technology Based Learning and Support (ATLAS), an advanced academic learning and support environment that harnesses the power of technology to create a dynamic and interactive knowledge network. Funding will allow ASU to: maximize the return on technology investment to support the rapidly growing student enrollment; improve educational outcomes such as graduation rates and student performance; establish ASU as the center for excellence in the integration of technology and education, attracting faculty, students, and strategic alliances; and, extend the reach of ASU's assets and knowledge capital.

Issue 3 *How to recruit and retain faculty and staff in highly competitive national and local markets during a period of diminishing resources*

Quality faculty are fundamental to a quality university education. Without the best faculty, it is not possible to provide the type of higher education that Arizona citizens deserve or to support the cultural and economic vitality that Arizona is striving to obtain. At Arizona State University, hiring and retaining key faculty will continue to be a problem as long as state investments in the core functions of the university are not forthcoming. While other states have recognized the need to retain intellectual capital during times of affluence (the 1990s) as well as times of diminishing resources, and have acted accordingly, Arizona has not. As a result, the universities continue to struggle to compete in the marketplace. The lack of progress in bringing staff salaries in line with the local market is equally distressing to the university. While ASU does not compete on the national level for many staff positions, the university is below the market in both the private and public sectors. ASU estimates its total faculty and staff unmet salary needs will reach \$51 million by the end of FY06.

Issue 4 *How to enhance and improve social embeddedness*

Development of ASU requires the university to be a fully engaged and integral part of the social, cultural, and economic fabric of the metropolitan area and the state of Arizona. ASU will demonstrate its social embeddedness to the extent that the faculty and staff are supporting and sustaining communities and solving problems through applied research, service, and partnerships in the P-12 education system, business and industry, government, and the community. ASU must assist in building a socially diverse and economically viable community, in developing civic and community leadership, and in addressing challenges such as poverty, growth, economic development and diversification, social infrastructure, and quality of life. To achieve a higher degree of social embeddedness requires a change in the internal culture of the university as well as a change in the role of the university in the eyes of the community. The university must continue to expect employees to contribute to community life through their expertise, intellect, and engagement. The community must come to see the university as the key resource and place to get advice about community issues and solutions to community problems. Greater economic opportunity, coupled with expertise available from ASU, can enhance the multicultural strengths of Phoenix and Arizona. A good example of this type of close economic cooperation with the community is the ASU/Scottsdale Center for New Technology and Innovation, scheduled to open in 2006. The Center will act as a hub for knowledge-driven industries, technology innovations, and commercial activities.

With greater economic vitality comes the opportunity to reinvest in the artistic and cultural elements of the community. ASU is committed to improving student achievement and the quality of K-12 schools, and the university has just announced the University Public Schools Initiative. The university, in partnership with local school districts and the community, will launch four research-based schools, one on or near each ASU campus, to serve as exemplars and resources for schools.

Issue 5 *How to serve as the only comprehensive provider of undergraduate and graduate education in a large metropolitan area, while maintaining a nationally competitive research capacity and contributing to economic diversity in the Valley*

Providing access to a quality higher education for the citizens of Arizona is a primary responsibility of ASU. It is generally recognized that no large cities have obtained economic and cultural greatness without the presence of a great research university. Such universities have been and always will be the magnet for the intellectual capital required to build the economic and cultural base of a great city. ASU, as the fourth largest university in the nation when measured in terms of enrollment, developed late as a research university, obtaining Research I status only in 1994. As such, ASU must plan its research agenda with great care and focus in order to create an innovative research agenda that ensures the citizens of Arizona a substantial return on investment while serving growing enrollments.

University-based research contributes not only to basic knowledge development and transmission and to quality individualized experiences for our students, but also to economic development. Arizona's high technology economic base is not highly diversified, relying primarily on the semiconductor industry. Corresponding to the suggestions in the Battelle Institute reports of 2002 and 2003 detailing research opportunities for Arizona's universities, ASU continues to vigorously pursue long-term initiatives in such areas as biodesign, nanotechnology, and sustainable systems. Funding approved by Arizona voters provided by Proposition 301, and the Research Infrastructure Bill for research bonding authority provide important resources to accelerate research efforts that address diversification in the Arizona economy and workforce. Arizona State University and the University of Arizona have signed a memorandum of agreement with the Arizona Board of Regents to create the Phoenix Biomedical Campus of the Arizona University System. This campus in downtown Phoenix will house joint educational and research programs in biomedicine, featuring a medical school run by the University of Arizona and supported by ASU (classes begin in Summer 2007) and a program in biomedical informatics (classes begin in Fall 2006).

Issue 6 *How to ensure the necessary facilities and capacity to accommodate growth*

6. How to ensure the necessary facilities and capacity to accommodate growth
The university currently operates under a severe shortage of teaching and research space, as documented in a 1998 Board of Regents study. Each of the four campuses operates with library and research deficiencies, the total of which exceeds 750,000 square feet. ASU is, however, aggressively obtaining new research facilities that will alleviate much or all of the deficiency. ASU deficiencies at the Tempe campus in class laboratory space exceeds 100,000 square feet. Compounding these existing shortages is the university's continuing growth, both in enrollment demand and in

responsibilities for research and service. To alleviate these shortages, the ASU at the Tempe campus building program includes occupancy of the new Biodesign Institute at ASU Building A, and construction is proceeding on Biodesign Institute at ASU Building B and Buildings I, II, and III (the last at the ASU Polytechnic campus) of the Interdisciplinary Science and Technology series of buildings. In addition, ASU currently leases space in the "Brickyard" in downtown Tempe, and has obtained leased space in the recently completed ASU Foundation Building. ASU is currently in negotiations with the City of Tempe to create a new mixed use land classification that would create a joint review process related to certain development projects. This new land use classification could be applied to approximately 100 acres of land around the periphery of the ASU Tempe campus, including the 13-acre "Gateway Project" on the corner of Mill Avenue and University Drive. Plans are under development for this site to host facilities for the W. P. Carey School of Business, the Katherine K. Herberger College of Fine Arts, and the College of Design.

The lack of funds to open and operate new buildings and to maintain and upgrade existing buildings has resulted in deterioration of space, requiring additional funds prior to occupancy. State appropriations for operations and maintenance at ASU at the Tempe campus have been limited to only about 22 percent of requests since 1990. Further, the state has allocated to the university only 18 percent of the needed funds set by the state's building renewal formula since the program's inception in 1987. The result has been an accumulated deferred maintenance backlog of \$72 million for academic facilities. The maps appended to this document display graphically for each ASU campus the deferred maintenance needs for each existing building. In addition, the maps show for each campus the buildings currently under construction, projects in the current CIP, and projects in the planning and design phases.

Providing and improving learning environments featuring classrooms and laboratories that facilitate learner-centered delivery requires a program of improved utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Availability of appropriate instructional technology and flexible room design can permit improved room utilization. The ASU Chief Information Officer participates in the strategic planning and budgeting processes to plan, coordinate, manage, and maintain the information technology resources and services across the four university campuses and among the three Arizona universities.

AXA 1.0

Program Summary**ACADEMIC PROGRAMS AND SERVICES**

Melinda Gebel, Director, Institutional Analysis

Phone: (480) 965-2318

A.R.S. § 15-1601

Mission:

To provide high quality and innovative academic programs and services that enable students to achieve academic success, and to provide services that are learner-centered and sustain students and faculty as they pursue their academic goals.

Description:

Academic Programs and Services provides for the delivery of an array of instructional, research, and public service programs, and basic support services for students and faculty. In addition to the academic units that provide instruction, research, and public service, support units provide functions that enable students to enroll (e.g., admissions, registrar, and financial assistance services) and to sustain their success (e.g., academic advising, learning assistance, career services). Other services critical to the educational enterprise include information technology, library services, and institutional support services. Programs and services are built on internal and external partnerships that enhance their strength.

This Program Contains the following Subprograms:

- ▶ **Morrison School of Agribusiness and Resource Management**
- ▶ **College of Technology and Applied Sciences**
- ▶ **East College**
- ▶ **Academic Services**
- ▶ **Information Technology**
- ▶ **Library Services**
- ▶ **Student Affairs**
- ▶ **Institutional Support Services**

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	10,003.3	11,302.0	22,735.3
Other Appropriated Funds	12,372.0	14,961.4	15,144.0
Other Non Appropriated Funds	5,759.5	7,331.7	7,716.0
Federal Funds	2,911.7	3,202.9	3,523.2
Program total	31,046.5	36,798.0	49,118.5
FTE Positions	389.1	452.7	489.9

AXA 1.1 Subprogram Summary
MORRISON SCHOOL OF AGRIBUSINESS AND RESOURCE MANAGEMENT

Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To serve a leadership role in agribusiness and resource management by providing superior educational and career-oriented opportunities for students, by continuing to conduct research that directly affects the success of the agribusiness industry, and by responding to the needs and concerns of the state, national, and global agribusiness communities and their leaders.

Description:

The Morrison School of Agribusiness and Resource Management (MSABR) offers bachelor's and master's degree programs that address the business and resource management aspects of agriculture. These educational programs are designed to prepare students for the wide range of job opportunities that exist in agricultural industries and governmental agencies, both here and abroad. The faculty of the school also carry out research and public service relating to agribusiness, rural development, resource management, and public policy.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	823.1	777.8	1,358.6
Other Appropriated Funds	1,674.7	2,034.9	2,057.8
Other Non Appropriated Funds	695.7	884.3	930.7
Federal Funds	132.8	146.1	160.7
Program total	3,326.3	3,843.1	4,507.8
FTE Positions	44.7	47.1	51.9

◆ **Goal 1** To provide high quality undergraduate programs that prepare students for productive professional careers in agribusiness and resource management fields.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students enrolled in undergraduate majors each fall semester	370	334	340	386
Undergraduate degrees awarded each year	81	81	90	95
Percent of graduating seniors satisfied with their overall academic experience at ASU at the East campus	94	94	95	95

◆ **Goal 2** To provide a high quality graduate program that prepares students for managerial and administrative positions in agribusiness and resource management organizations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students enrolled in the graduate degree program each fall semester	39	26	28	32
Graduate degrees awarded each year	9	15	16	17

Percent of graduating graduate students satisfied with overall academic experience at ASU at the East campus 100 100 100 100

◆ **Goal 3** To develop the national reputation of MSABR by strengthening research and service partnerships with agribusiness industry and resource management organizations.

Performance Measures:	FY2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Sponsored projects expenditures (in thousands)	772	689	723	760
Endowed chairs and professorships	2	2	2	3
Percent of graduating seniors with excellent or good internship experiences	90	97	97	97

AXA 1.2 Subprogram Summary
COLLEGE OF TECHNOLOGY AND APPLIED SCIENCES

Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To educate professional technologists at undergraduate and graduate levels for careers that enable them to deliver state-of-the-art technical services to industry and government; to conduct applied research that develops and enhances technological applications; and, to provide professional service to the academic community, state, nation and world, with a special emphasis on economic development.

Description:

The College of Technology and Applied Sciences (CTAS) offers baccalaureate degree, graduate degree and non-degree programs in technological fields that support professional careers, lifelong learning and professional development. The faculty contributes to the full range of scholarly activities, with special attention to the economic development needs of the community and society through applied research.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,124.2	2,051.5	3,592.7
Other Appropriated Funds	4,322.3	5,367.3	5,441.7
Other Non Appropriated Funds	925.3	1,176.1	1,237.7
Federal Funds	510.7	561.8	618.1
Program total	7,882.5	9,156.7	10,890.2
FTE Positions	109.1	124.9	137.9

◆ **Goal 1** To increase the opportunity for undergraduate student success as graduates of the College of Technology and Applied Sciences.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students enrolled in undergraduate majors each fall semester	725	725	751	852
Undergraduate degrees awarded each year	155	166	183	195
Percent of graduating seniors satisfied with their overall academic experience at ASU at the East campus	93	94	94	95

◆ **Goal 2** To increase the range and quality of graduate programs in the College of Technology and Applied Sciences.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students enrolled in graduate programs each fall semester	372	360	366	416
Graduate degrees awarded	102	81	89	95

Percent of graduating graduate students satisfied with their overall academic experience at ASU at the East campus 96 100 100 100

◆ **Goal 3** To contribute to the economic development of the region, state, and nation through applied research and service to technology industries.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Sponsored projects expenditures (in thousands)	1,841	2,488	2,612	2,743
Percent of graduating seniors with excellent or good internship experiences	79	89	90	90

AXA 1.3 **Subprogram Summary**
EAST COLLEGE

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To develop and implement new academic programs, outside of Agribusiness and Technology; to accommodate undecided students; to provide an array of General Studies and general interest courses for all students; and to provide oversight of the academic partnership with Chandler-Gilbert Community College.

Description:

East College is the initial administrative home for all new programs developed outside of Agribusiness and Technology. Currently, it offers programs in elementary education, business administration, applied psychology, applied biological sciences, nutrition, technical communication, interdisciplinary studies, human health studies, and exercise and wellness as well as general studies and prerequisite courses for all students. In the next several years, faculty will be hired to plan and implement additional new baccalaureate degree programs that are in high demand by students and employers.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,150.0	2,124.8	3,726.4
Other Appropriated Funds	4,375.0	5,559.2	5,644.5
Other Non Appropriated Funds	1,685.9	2,142.8	2,255.2
Federal Funds	365.0	401.6	441.7
Program total	8,575.9	10,228.4	12,067.8
FTE Positions	125.1	150.1	166.5

◆ **Goal 1** To enrich the supporting non-major curriculum for students in all programs at ASU at the East campus.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Supporting courses that are offered each semester	32	48	85	105
Percent of graduating seniors who rate their course work at CGCC as good or excellent	91	97	97	97
Percent of first-time students persisting after one year	74	73	74	75

◆ **Goal 2** To increase the inventory of majors, minors, and certificates that can be completed at ASU East in fields other than agribusiness and technology.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Complete programs offered by East College	13	13	18	21
Students enrolled in programs offered by East College	1,247	1,497	1,704	1,935
Degrees awarded each year	426	536	592	628

AXA 1.4

Subprogram Summary
ACADEMIC SERVICES

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To provide programs and services that enable and enhance the ability of faculty and students to be successful in pursuing their academic goals.

Description:

Academic Services contributes to building a strong, active, knowledgeable faculty body through the dissemination of academic and faculty personnel policy and procedural information and by providing growth and development opportunities. Also, Academic Services contributes to the academic development of students through programs that stimulate the scholarly achievements of students.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	903.5	1,020.1	1,058.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	112.8	143.4	150.9
Federal Funds	1,903.2	2,093.4	2,302.7
Program total	2,919.5	3,256.9	3,511.9
FTE Positions	34.0	42.4	44.9

◆ **Goal 1** To provide efficient and effective academic services that support faculty and staff, including the processing of academic documents and coordination of faculty and staff development opportunities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of faculty satisfied with academic services at ASU at the East campus	n/a	n/a	n/a	n/a
Percent of faculty participating in one or more faculty development workshops	85	129	180	250
Faculty development workshops or programs offered	22	23	28	34

◆ **Goal 2** To provide opportunities for students to participate in and be recognized for their academic achievements.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of graduating students who are satisfied with academic services at ASU at the East campus	94	94	94	95
Percent of graduating students participating in convocation ceremonies	79	87	88	88

◆ **Goal 3** To improve the success of students through learning support services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of students living in the Freshman Year Experience hall	75	117	136	153
Percent of graduating students who are satisfied with learning support services	88	92	92	93

AXA 1.5

Subprogram Summary
INFORMATION TECHNOLOGY

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To provide technological resources and services that support the instructional, research, and administrative needs of students, faculty, and staff.

Description:

Information Technology provides the hardware and software to support centralized academic computing facilities; provides media equipment to support instructional and non-instructional needs campus-wide; provides technological resources and support for distance learning initiatives; coordinates access to voice, video, and data communications campus-wide; facilitates access to university-wide academic and administrative computing resources; and provides training and consulting services to students, faculty, and staff in the use of these resources.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,172.2	1,316.6	1,356.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	34.5	43.9	46.2
Federal Funds	0.0	0.0	0.0
Program total	1,206.7	1,360.5	1,403.1
FTE Positions	19.6	22.2	22.2

◆ **Goal 1** To provide students and faculty with the technological resources and services needed to support accomplishment of their academic goals.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Computer workstations available for use by students	472	622	654	732
Percent of campus desktops connected to the fiber optic backbone	100	100	100	100

◆ **Goal 2** To provide useful and timely service to the campus community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of graduating students satisfied with computer support services	93	95	95	95
Percent of faculty satisfied with IT services at ASU at the East campus	n/a	n/a	n/a	n/a

AXA 1.6

Subprogram Summary
LIBRARY SERVICES

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To provide library resources and services that support the teaching, learning, and research activities of faculty and students at ASU at the East campus.

Description:

Library Services develops and maintains an appropriate collection of library resources in electronic and print formats, and makes the collection available to the campus community and the public, on-site and from remote locations.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	680.2	845.7	865.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.2	0.3	0.3
Federal Funds	0.0	0.0	0.0
Program total	680.4	846.0	866.2
FTE Positions	12.3	14.0	14.0

◆ **Goal 1** To provide Library Services as an integral and essential component in the academic success of students and faculty.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of graduating students satisfied with Library Services at ASU at the East campus	70	73	75	75
Percent of faculty who use Library Services	43	45	45	45

◆ **Goal 2** To provide access to library resources sufficient to support instruction, research, and the national leadership aspirations of the academic programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Faculty satisfied with the accessibility of library resources	n/a	n/a	n/a	n/a
Students satisfied with the accessibility of library resources	70	78	78	80
Workstations available for public use in library facilities	17	17	17	25
Number of hours the library is open each week	65	65	94	94

AXA 1.7

Subprogram Summary
STUDENT AFFAIRS

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To provide programs and services that support the educational and career aspirations of ASU at the East campus students and that respond to the needs of a diverse and pluralistic student population.

Description:

Student Affairs provides services that are student-oriented, responsive to constituent needs, customer-focused, and cost-effective. The services provided include admissions, orientation, registration, financial assistance, general advising, career services, residential life, food services, personal counseling, and student health services. Student Affairs also facilitates student activities and recreation, student governance processes, and other programs that support the life of students on campus.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	907.9	1,036.0	1,069.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,156.1	2,751.5	2,895.7
Federal Funds	0.0	0.0	0.0
Program total	3,064.0	3,787.5	3,965.2
FTE Positions	15.8	23.9	24.3

◆ **Goal 1** To provide the services that facilitate the enrollment of students at

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ASU at the East campus.					Percent of graduating students reporting participation in internships	51	55	57	60
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Fall semester enrollment (headcount)	3,551	3,983	4,865	5,525
Percent of admitted students who register for classes	59	58	60	64					
Percent of graduating students who are satisfied with registration services	91	95	95	95					
◆ Goal 2 To provide student programs and services that enhance the quality of the campus culture and campus life.									
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					
Events and activities held for students each year	550	550	600	600					
Student organizations registered at ASU East each year	37	37	40	45					
Percent of graduating seniors satisfied with extra-curricular programs and services	78	80	81	82					
Number of ASU at the East campus students living on campus	309	438	480	520					
◆ Goal 3 To provide services that enhance the likelihood of students' academic success.									
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					
Participation in new student orientation	170	220	250	300					
Students participating in student advisement/registration workshops	198	221	290	360					
Students receiving financial aid services	3,207	3,735	3,847	3,962					
Percent of first-time students persisting after one year	74	73	74	75					

ASU at the East campus.					Percent of graduating students reporting participation in internships	51	55	57	60
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Fall semester enrollment (headcount)	3,551	3,983	4,865	5,525
Percent of admitted students who register for classes	59	58	60	64					
Percent of graduating students who are satisfied with registration services	91	95	95	95					
◆ Goal 2 To increase the amount of private sector financial support for ASU East programs and services.									
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					
Dollars committed for student scholarships (in thousands)	1,473	1,555	1,705	1,705					
Dollars committed for endowed faculty positions (in thousands)	4,800	4,800	4,800	5,300					
◆ Goal 3 To provide support mechanisms for ASU East researchers in an effort to increase research and sponsored project activities.									
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					
Proposals submitted	154	162	175	190					
Proposals awarded	89	130	140	152					
Faculty satisfied with research and sponsored projects services	n/a	n/a	n/a	n/a					
◆ Goal 4 To ensure that the internal planning and development of the campus yields programs and services that are high in quality and beneficial to the state of Arizona.									
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					
Percent of graduating students who rate their overall experience at ASU East as good or excellent	95	95	95	95					
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	64	67	66	65					
Number of degrees granted	773	879	970	1,030					
Number of Bachelors degrees granted	648	746	823	874					
Number of Masters degrees granted	125	133	136	156					
Average number of years taken to graduate for student who began as freshmen	5.40	4.94	4.95	4.95					
Administration as a percentage of total cost	4.1	4.89	5.12	3.64					

AXA 1.8
Subprogram Summary
 INSTITUTIONAL SUPPORT SERVICES
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:
 To provide leadership in the planning and development of the campus, in particular by increasing public awareness of ASU East and by emphasizing opportunities for partnerships with other educational institutions, local industries, and communities.

Description:
 Institutional Support Services includes the Office of the Provost; constituent outreach, media relations, internal and external communications, government relations, alumni relations, advertising, public relations and development programs; research and sponsored projects administration; and planning, budgeting and institutional research functions.

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,242.2	2,129.5	9,707.0
Other Appropriated Funds	2,000.0	2,000.0	2,000.0
Other Non Appropriated Funds	149.0	189.4	199.3
Federal Funds	0.0	0.0	0.0
Program total	3,391.2	4,318.9	11,906.3
FTE Positions	28.6	28.1	28.2

◆ Goal 1 To increase the overall visibility and public awareness of the campus, its programs, and its contributions to the region.				
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Partnerships with business, industry, and community organizations	110	145	185	200

◆ Goal 2 To increase the amount of private sector financial support for ASU East programs and services.				
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Dollars committed for student scholarships (in thousands)	1,473	1,555	1,705	1,705
Dollars committed for endowed faculty positions (in thousands)	4,800	4,800	4,800	5,300
◆ Goal 3 To provide support mechanisms for ASU East researchers in an effort to increase research and sponsored project activities.				
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Proposals submitted	154	162	175	190
Proposals awarded	89	130	140	152
Faculty satisfied with research and sponsored projects services	n/a	n/a	n/a	n/a
◆ Goal 4 To ensure that the internal planning and development of the campus yields programs and services that are high in quality and beneficial to the state of Arizona.				
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of graduating students who rate their overall experience at ASU East as good or excellent	95	95	95	95
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	64	67	66	65
Number of degrees granted	773	879	970	1,030
Number of Bachelors degrees granted	648	746	823	874
Number of Masters degrees granted	125	133	136	156
Average number of years taken to graduate for student who began as freshmen	5.40	4.94	4.95	4.95
Administration as a percentage of total cost	4.1	4.89	5.12	3.64

AXA 2.0
Program Summary
 ADMINISTRATIVE SERVICES
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:
 To provide a physical and organizational environment that supports the academic enterprise through high quality, efficient service to students, faculty, and staff.

Description:
 Administrative Services provides an infrastructure of services and facilities to support students, faculty and staff in accomplishing the campus' primary mission as an educational institution. Administrative Services include basic institutional services such as facilities development and management, human resources, public safety, and business services. Administrative Services focuses on meeting the diverse needs of its customers in a user-friendly and cost-effective manner. Administrative Services staff strive to create an infrastructure of services and facilities that contribute to the high quality of campus life for students, faculty, and staff.

- This Program Contains the following Subprograms:**
- ▶ **Business and Human Resource Services**
 - ▶ **Facilities and Safety Services**
 - ▶ **Administrative Services Support**

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,036.9	4,092.7	4,789.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	381.5	484.9	510.3
Federal Funds	0.0	0.0	0.0
Program total	3,418.4	4,577.6	5,299.4
FTE Positions	33.6	38.1	43.3

AXA 2.1 **Subprogram Summary**
BUSINESS AND HUMAN RESOURCE SERVICES
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:
 To provide business and human resource services that are responsive to the needs of students, faculty, and staff; that are customer-focused and cost-effective; and that help to create a high quality campus environment.

Description:
 Business and Human Resource Services include purchasing and contract administration, accounting, bookstore, copy services, mail services, vending, stores and receiving, banking and ATM services, cashiering services, financial support services, intercampus shuttle services, and human resource services.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	384.1	355.9	368.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	384.1	355.9	368.4
FTE Positions	7.5	6.4	6.4

◆ **Goal 1** To provide business services that help faculty, staff, and students to accomplish the mission and goals of the campus.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Business services provided fully on-site	12	13	13	13
Campus constituents satisfied with business services	n/a	n/a	n/a	n/a

◆ **Goal 2** To provide human resource services that help the campus community to accomplish the mission and goals of the campus.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Campus constituents satisfied with human resource services	n/a	n/a	n/a	n/a
Percent of agency staff turnover (classified staff only)	10	7.6	8	8

AXA 2.2 **Subprogram Summary**
FACILITIES AND SAFETY SERVICES
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:
 To provide a safe, functional, and pleasant physical environment that supports the programs and efforts of the academic community.

Description:
 Facilities and Safety Services includes facilities development and facilities management services, parking and transit services, and public safety and risk management services.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,377.6	2,179.6	2,849.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	50.8	64.6	68.0
Federal Funds	0.0	0.0	0.0
Program total	2,428.4	2,244.2	2,917.8
FTE Positions	23.2	23.7	28.7

◆ **Goal 1** To plan for and develop the physical environment so that it responds to the needs of students, faculty, and staff as the campus grows.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Net assignable square feet of space in use (in thousands)	364	381	381	396
Percent of graduating students who feel a sense of campus exists at ASU at the East campus	65	71	72	73
Campus constituents who are satisfied with the physical environment of the campus	n/a	n/a	n/a	n/a
Percent of graduating students satisfied with the campus environment	71	78	80	80

◆ **Goal 2** To provide facilities management services that ensure the campus is well-maintained.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Campus constituents who are satisfied with the maintenance of facilities	n/a	n/a	n/a	n/a
Campus constituents who are satisfied with the maintenance of the campus grounds	n/a	n/a	n/a	n/a

◆ **Goal 3** To provide a safe and secure campus environment.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Campus constituents who are satisfied with public safety services	n/a	n/a	n/a	n/a

AXA 2.3

Subprogram Summary

ADMINISTRATIVE SERVICES SUPPORT

Melinda Gebel, Director, Institutional Analysis

Phone: (480) 965-2318

A.R.S. § 15-1601

Mission:

To provide leadership in the development of an infrastructure of facilities and administrative services that enable students, faculty, and staff to accomplish the mission and goals of the campus.

Description:

Administrative Services Support provides for the administrative oversight of business and financial services, human resource services, facilities development and facilities management services, and public safety services.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	275.2	1,557.2	1,570.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	330.7	420.3	442.3
Federal Funds	0.0	0.0	0.0
Program total	605.9	1,977.5	2,013.2
FTE Positions	2.9	8.1	8.3

◆ **Goal 1** To provide leadership in developing effective and efficient services that assist students, faculty, and staff in accomplishing the goals of the campus.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Campus constituents who are satisfied with administrative services	n/a	n/a	n/a	n/a



ASA 0.0

Agency Summary
ASU - TEMPE

Dr. Michael Crow, President
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To provide outstanding programs of undergraduate and graduate education, cutting-edge research, and public service for the citizens of the State of Arizona with special emphasis on the Phoenix metropolitan area.

Description:

ASU - Tempe is a major public research university offering programs from the baccalaureate through the doctorate for over 50,000 full time and part time students. The ASU - Tempe is committed to fashioning a modern university that applies the strongest features of the traditional major research university to the rapidly evolving needs of the metropolitan Phoenix area and Arizona.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ACADEMIC AFFAIRS	594,517.4	669,776.4	732,900.0
➤ RESEARCH AND ECONOMIC AFFAIRS	39,591.0	46,394.0	49,037.3
➤ STUDENT AFFAIRS	165,184.0	179,358.4	190,216.6
➤ ADMINISTRATION AND FINANCE	84,514.6	96,179.5	100,524.4
➤ INSTITUTIONAL LEADERSHIP AND ADVANCEMENT	60,771.7	71,047.3	74,522.0
Agency Total	944,578.7	1,062,755.6	1,147,200.3

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	282,510.5	300,964.9	347,573.4
Other Appropriated Funds	166,788.9	196,172.7	198,363.9
Other Non Appropriated Funds	366,263.8	423,700.9	445,154.1
Federal Funds	129,015.5	141,917.1	156,108.9
Program total	944,578.7	1,062,755.6	1,147,200.3
FTE Positions	9,947.1	10,484.7	10,944.8

Strategic Issues:

Issue 1 *How to improve the quality of the undergraduate and graduate educational experience*

Undergraduate and graduate education are the cornerstones of the university enterprise. Students seek a high quality education that prepares them to be successful in their careers, to contribute to society, and to become lifelong learners. Today's graduates must have strong communications, team building, and critical thinking skills as well as a global perspective to be successful. A renewed 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; 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 has recently begun new educational initiatives, including the establishment of the University College, offering new and unique expanded law school programs, and furthering interdisciplinary programs through the development of new schools and centers.

ASU is collaborating with the University of Arizona in developing an educational program in biomedicine in metropolitan Phoenix and in developing a complementary interdisciplinary program in biomedical informatics. An area of concern for ASU is that even though the teaching load of tenure-track faculty has risen over the last ten years, undergraduate access to tenure-track faculty has fallen, reflecting the fact that enrollment growth has outstripped our resource base. For example, at the Tempe campus the ratio of students to tenured/tenure-track faculty has increased from 25:1 in Fall 1991 to 35:1 in Fall 2004.

Issue 2 *How to provide access to education for a growing student population given limited financial resources*

To broaden access to a quality education for all segments of the population, ASU with its three current campuses, the developing ASU at the Downtown Phoenix campus, and the School of Extended Education instructional sites throughout the metropolitan region, 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 diminished state general fund support for higher education place the idea of broad access at risk. Tuition increases approved by the Board of Regents for Fall, 2003, 2004, 2005, and future increases consistent with Board policy in Changing Directions, will help offset some of the increasing need for financial aid and improve affordability for a greater number of students. In addition to setting aside 14 percent of tuition revenues for need-based financial aid, ASU will also set aside 15 percent of program fees. ASU is strongly committed to providing access to college for all qualified students. Furtherance of this goal requires bold and sustained planning to provide for the projected increases in enrollments, primarily of undergraduate students. In partnership with the City of Phoenix, ASU is in the process of planning for a new ASU at the Downtown Phoenix campus, which, by the completion of Phase I in the year 2010, will accommodate about 6,700 students. This planned unique cluster of colleges and school on the Downtown Phoenix campus will have a common focus on the public mission of ASU. In addition, both the ASU West and the ASU Polytechnic campuses are also each expected at build-out in the year 2020 to serve up to 20,000 students each, reaching this goal through a series of planned expansion phases. See the recently approved Comprehensive Development Plan for a New American University for more detail on the development of the university's campuses (www.asu.edu/cdp). ASU is requesting \$12.5 million (\$25 million over two years) to begin the implementation of Application for Technology Based Learning and Support (ATLAS), an advanced academic learning and support environment that harnesses the power of technology to create a dynamic and interactive knowledge network. Funding will allow ASU to: maximize the return on technology investment to support the rapidly growing student enrollment; improve educational outcomes such as graduation rates and student performance; establish ASU as the center for excellence in the integration of technology and education, attracting faculty, students, and strategic alliances; and, extend the reach of ASU's assets and knowledge capital.

Issue 3 *How to recruit and retain faculty and staff in highly competitive national and local markets during a period of diminishing resources*

Quality faculty is 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 Arizona State University, hiring and retaining key faculty will continue to be a problem as long as state investments in the core functions of the university are not forthcoming. While other states have recognized the need to retain intellectual capital during times of affluence (the 1990s) as well as times of diminishing resources, and have acted accordingly, Arizona has not. As a result, the universities continue to struggle to compete in the marketplace. The lack of progress in bringing staff salaries in line with the local market is equally distressing to the university. While ASU does not compete on the national level for many staff positions, the university is below the market in both the private and public sectors. ASU estimates its total faculty and staff unmet salary needs will reach \$51 million by the end of FY06.

Issue 4 *How to enhance and improve social embeddedness*

Development of ASU requires the university to be a fully engaged and integral part of the social, cultural, and economic fabric of the metropolitan area and the state of Arizona. ASU will demonstrate its social embeddedness to the extent that the

faculty and staff are supporting and sustaining communities and solving problems through applied research, service, and partnerships in the P-12 education system, business and industry, government, and the community. ASU must assist in building a socially diverse and economically viable community, in developing civic and community leadership, and in addressing challenges such as poverty, growth, economic development and diversification, social infrastructure, and quality of life. To achieve a higher degree of social embeddedness requires a change in the internal culture of the university as well as a change in the role of the university in the eyes of the community. The university must continue to expect employees to contribute to community life through their expertise, intellect, and engagement. The community must come to see the university as the key resource and place to get advice about community issues and solutions to community problems. Greater economic opportunity, coupled with expertise available from ASU, can enhance the multicultural strengths of Phoenix and Arizona. A good example of this type of close economic cooperation with the community is the ASU/Scottsdale Center for New Technology and Innovation, scheduled to open in 2006. The Center will act as a hub for knowledge-driven industries, technology innovations, and commercial activities.

With greater economic vitality comes the opportunity to reinvest in the artistic and cultural elements of the community. ASU is committed to improving student achievement and the quality of K-12 schools, and the university has just announced the University Public Schools Initiative. The university, in partnership with local school districts and the community, will launch four research-based schools, one on or near each ASU campus, to serve as exemplars and resources for schools.

Issue 5 *How to serve as the only comprehensive provider of undergraduate and graduate education in a large metropolitan area, while maintaining a nationally competitive research capacity and contributing to economic diversity in the Valley*

Providing access to a quality higher education for the citizens of Arizona is a primary responsibility of ASU. It is generally recognized that no large cities have obtained economic and cultural greatness without the presence of a great research university. Such universities have been and always will be the magnet for the intellectual capital required to build the economic and cultural base of a great city. ASU, as the fourth largest university in the nation when measured in terms of enrollment, developed late as a research university, obtaining Research I status only in 1994. As such, ASU must plan its research agenda with great care and focus in order to create an innovative research agenda that ensures the citizens of Arizona a substantial return on investment while serving growing enrollments. University-based research contributes not only to basic knowledge development and transmission and to quality individualized experiences for our students, but also to economic development. Arizona's high technology economic base is not highly diversified, relying primarily on the semiconductor industry. Corresponding to the suggestions in the Battelle Institute reports of 2002 and 2003 detailing research opportunities for Arizona's universities, ASU continues to vigorously pursue long-term initiatives in such areas as biodesign, nanotechnology, and sustainable systems. Funding approved by Arizona voters provided by Proposition 301, and the Research Infrastructure Bill for research bonding authority provide important resources to accelerate research efforts that address diversification in the Arizona economy and workforce. Arizona State University and the University of Arizona have signed a memorandum of agreement with the Arizona Board of Regents to create the Phoenix Biomedical Campus of the Arizona University System. This campus in downtown Phoenix will house joint educational and research programs in biomedicine, featuring a medical school run by the University of Arizona and supported by ASU (classes begin in Summer 2007) and a program in biomedical informatics (classes begin in Fall 2006).

Issue 6 *How to ensure the necessary facilities and capacity to accommodate growth*

The university currently operates under a severe shortage of teaching and research space, as documented in a 1998 Board of Regents study. Each of the four campuses operates with library and research deficiencies, the total of which exceeds 750,000 square feet. ASU is, however, aggressively obtaining new research facilities that will alleviate much or all of the deficiency. ASU deficiencies at the Tempe campus in class laboratory space exceeds 100,000 square feet. Compounding these existing shortages is the university's continuing growth, both in enrollment demand and in responsibilities for research and service. To alleviate these shortages, the ASU at the Tempe campus building program includes occupancy of the new Biodesign Institute at ASU Building A, and construction is proceeding on Biodesign Institute at ASU Building B and Buildings I, II, and III (the last at the ASU Polytechnic campus) of the Interdisciplinary Science and Technology series of buildings. In addition, ASU currently leases space in the "Brickyard" in downtown Tempe, and

has obtained leased space in the recently completed ASU Foundation Building. ASU is currently in negotiations with the City of Tempe to create a new mixed use land classification that would create a joint review process related to certain development projects. This new land use classification could be applied to approximately 100 acres of land around the periphery of the ASU Tempe campus, including the 13-acre "Gateway Project" on the corner of Mill Avenue and University Drive. Plans are under development for this site to host facilities for the W. P. Carey School of Business, the Katherine K. Herberger College of Fine Arts, and the College of Design.

The lack of funds to open and operate new buildings and to maintain and upgrade existing buildings has resulted in deterioration of space, requiring additional funds prior to occupancy. State appropriations for operations and maintenance at ASU at the Tempe campus have been limited to only about 22 percent of requests since 1990. Further, the state has allocated to the university only 18 percent of the needed funds set by the state's building renewal formula since the program's inception in 1987. The result has been an accumulated deferred maintenance backlog of \$72 million for academic facilities.

Providing and improving learning environments featuring classrooms and laboratories that facilitate learner-centered delivery requires a program of improved utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Availability of appropriate instructional technology and flexible room design can permit improved room utilization. The ASU Chief Information Officer participates in the strategic planning and budgeting processes to plan, coordinate, manage, and maintain the information technology resources and services across the four university campuses and among the three Arizona universities.

ASA 1.0

Program Summary ACADEMIC AFFAIRS

Melinda Gebel, Director, Institutional Analysis

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:

Academic Affairs is comprised of activities carried out during the academic year, summer sessions, and other periods outside the regular term and associated with degree credit and non-credit academic courses. This program also includes faculty departmental research and public service activities that are not separately budgeted and academic administration where Academic Affairs plays an important role, such as at the dean and department chair levels. In addition to the colleges, Academic Affairs includes Other Instructional Support, University Libraries and Museums, Academic Computing, Administrative Information Technology/Telecommunications, and Academic Affairs Administrative Support.

This Program Contains the following Subprograms:

- ▶ College of Design
- ▶ W. P. Carey School of Business
- ▶ College of Education
- ▶ Ira A. Fulton School of Engineering
- ▶ University College
- ▶ Katherine K. Herberger College of Fine Arts
- ▶ Graduate College
- ▶ The Barrett Honors College
- ▶ College of Law
- ▶ College of Liberal Arts and Sciences
- ▶ College of Nursing
- ▶ College of Public Programs
- ▶ Other Instructional Support
- ▶ University Libraries and Museums
- ▶ Academic Computing
- ▶ Admin. Information Technology/ Telecommunications
- ▶ Academic Affairs Administrative Support

		(Thousands)		
Funding and FTE Summary:		FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds		208,546.5	220,463.0	263,847.2
Other Appropriated Funds		166,788.9	196,172.7	198,363.9
Other Non Appropriated Funds		139,256.4	165,222.6	173,979.0
Federal Funds		79,925.6	87,918.1	96,709.9
Program total		594,517.4	669,776.4	732,900.0
FTE Positions		7,210.6	7,562.7	7,925.8

ASA 1.1

Subprogram Summary
COLLEGE OF DESIGN

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To offer a quality professional design and planning education, one that empowers graduates and the communities that they serve to make wise, informed decisions about the design and planning of their surroundings.

Description:

The College of Design prepares students for professional careers in the disciplines of architecture, interior design, graphic design, industrial design, landscape architecture, housing and urban development, and urban planning. The College offers advanced degrees that equip students to advance their disciplines through the new ideas and understandings developed by research. The College serves the community through the Phoenix Urban Research Lab (PURL), the Community Design Studio, and the Herberger Center for Design Research. The College promotes a general understanding of the environment by offering courses to non-majors and the community.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,888.9	3,525.1	4,597.6
Other Appropriated Funds	4,924.4	6,424.9	6,496.9
Other Non Appropriated Funds	1,089.8	1,292.9	1,361.4
Federal Funds	108.8	119.8	131.8
Program total	10,011.9	11,362.7	12,587.7
FTE Positions	142.0	156.6	163.4

◆ **Goal 1** To improve the quality of undergraduate education by providing enriched educational opportunities to undergraduate students.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	100	97	99	99
Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	92	88	90	90

◆ **Goal 2** To become recognized leaders and partners in design and planning education that benefits society and the natural environment through stimulating relationships with local, national, and international communities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Studio projects that enable students to engage real-world issues in design or urban planning	49	51	50	50
Programs and symposia on subjects that help educate the public on design issues	50	51	40	40

ASA 1.2

Subprogram Summary

W. P. CAREY SCHOOL OF BUSINESS

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To expand the knowledge of business and to educate men and women for managerial leadership with a vision of serving Arizona as one of the top-25, internationally rated schools of business.

Description:

The W. P. Carey School of Business is one of the largest in the United States. Its enrollment includes approximately 1,300 doctoral and masters students and over 2,600 undergraduate majors. One of 12 colleges on the main campus of Arizona State University, the W. P. Carey School of Business is a substantial and integral part of the higher education system in Arizona.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	18,667.5	15,767.3	20,564.7
Other Appropriated Funds	23,637.7	28,740.4	29,061.4
Other Non Appropriated Funds	17,873.6	21,206.4	22,330.3
Federal Funds	897.8	987.6	1,086.4
Program total	61,076.6	66,701.7	73,042.8
FTE Positions	708.6	744.3	779.9

◆ **Goal 1** To improve the quality of undergraduate education by providing enriched educational opportunities to undergraduate students.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	96	97	97	97
Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	92	92	92	92

◆ **Goal 2** To recruit, retain, and graduate a highly qualified and diverse student body.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of minority undergraduate students	20	21	21	21
Percentage of minority graduate students	12	10	13	13

◆ **Goal 3** To increase the number and extent of its partnerships with the business community.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Membership in the Dean's Council of 100 and the Economic Club	267	250	300	350

ASA 1.3	Subprogram Summary COLLEGE OF EDUCATION
Melinda Gebel, Director, Institutional Analysis	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To prepare teachers, administrators, helping professionals, researchers, and policy makers in a culture of excellence and equity. To meet the educational needs of children, youth, and adults at high levels of mastery for their individual achievement and carrying out the adult roles of citizens, parents, workers, neighbors, and leaders in a democratic society.

Description:

The College of Education offers undergraduate and graduate courses that prepare individuals to assume a variety of roles in educational and other applied settings. Faculty and students pursue research, independently and cooperatively, to keep classroom pedagogical techniques current. The College of Education assists practitioners through a variety of educational services, including sponsored conferences, seminars, workshops, and projects.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	8,284.3	6,471.5	8,440.5
Other Appropriated Funds	10,490.1	11,796.1	11,927.9
Other Non Appropriated Funds	5,411.8	6,420.9	6,761.2
Federal Funds	9,357.0	10,292.7	11,322.0
Program total	33,543.2	34,981.2	38,451.6
FTE Positions	394.5	412.8	435.7

◆ **Goal 1** To improve the quality of undergraduate education through providing training of pre-service teachers in more diverse settings.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of graduating elementary education majors serving internships in economically, culturally AND linguistically diverse settings	100	100	100	100
Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	92	92	93	93

◆ **Goal 2** To increase the enrollments of racial/ethnic groups (African Americans, Asian Americans, Hispanics and American Indians) as well as of international students.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Undergraduate students from targeted groups enrolled in Fall semester	619	656	681	706
Percentage of undergraduate students from targeted groups enrolled in Fall semester	24	24	24	24
Graduate students from targeted groups enrolled in Fall semester	376	312	342	362
Percentage of graduate students from targeted groups enrolled in Fall semester	20	18	21	20

◆ **Goal 3** To offer more courses off-campus to better serve the needs of Arizona students and educators.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Sections of courses taught off-campus during year	580	586	594	602

◆ **Goal 4** To increase externally funded grant and contract activities in the College.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Externally funded grant and contract dollars awarded (in thousands)	12,864	7,954	10,954	12,454
Externally funded grant and contract dollars expended (in thousands)	10,521	11,014	11,674	12,375

ASA 1.4	Subprogram Summary IRA A. FULTON SCHOOL OF ENGINEERING
Melinda Gebel, Director, Institutional Analysis	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To provide our students with a high-quality education, ensuring graduates a foundation for success in their future roles within a multicultural, technology-rich, global work place. To support the research, education, and technology leadership needs of U.S. industry, business, and government throughout the world. To provide extensive opportunities for technology transfer and entrepreneurial pursuits to its students and faculty to the benefit of ASU, Arizona, and the U.S.

Description:

The School provides students with a range of educational opportunities by which they may achieve competence in the major branches of engineering, in computer science, and in construction. Formal instruction is supplemented by individual mentoring in which selected undergraduate and graduate students are trained to pursue independent research activity. The School also supports the research activities of its faculty as well as non-credit courses intended to enable life-long learning and professional development.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	18,908.2	16,136.8	21,046.7
Other Appropriated Funds	23,942.5	29,414.0	29,742.5
Other Non Appropriated Funds	32,723.7	38,825.5	40,883.2
Federal Funds	16,532.1	18,185.3	20,003.8
Program total	92,106.5	102,561.6	111,676.2
FTE Positions	1,052.0	1,096.1	1,163.4

◆ **Goal 1** To improve the quality of undergraduate education by providing enriched educational opportunities to undergraduate students.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	94	99	98	98

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Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	81	87	87	87	Professional/Continuing Education & Global & Community Outreach enrollments	8,107	11,437	12,860	14,600
◆ Goal 2 To enhance research productivity by developing a stable external funding base.					Degree/certificate (credit) programs offered evenings/weekends and off-campus	52	60	70	76
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Off-campus credit courses offered during the Fall semester (includes technology-delivered courses)	956	745	952	940
Externally funded expenditures for research, education, and service (in millions of dollars)	35	38	43	49	◆ Goal 2 To plan, develop, and implement expanded use of interactive technologies to support and enhance the delivery mission of the University.				
◆ Goal 3 To enhance the working relationship with industry through partnering in research and education.					Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Technology-delivered courses	583	618	641	660
Externally funded expenditures from industry (in millions of dollars)	7.0	6.7	7.3	7.5	Staff technical assistance to faculty (in hours)	7,132	1,768	5,208	5,350
Courses offered by TV/Video/Web	94	97	120	120	◆ Goal 3 To enhance the economic, social, community, and cultural development of the community through instruction, research, and community service.				

ASA 1.5 **Subprogram Summary**
 UNIVERSITY COLLEGE
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:
 To provide every student the opportunity for success through university-wide services, continuing education, and contemporary, responsive course offerings and degree programs.

Description:
 The Arizona Board of Regents authorized the creation of University College in November 2004 as a university-wide college. It is the point of entry for all ASU students who have not selected a major. In addition, the college works with Maricopa Community College District through the Alliance Program to help create a smooth transition for students transferring to ASU from the community colleges.

University College offers the Bachelor of Interdisciplinary Studies degree program through its School of Interdisciplinary Studies. It also provides access to ASU through extended and continuing education programs through the School of Extended Education. In addition, University College will offer a full range of classes so that students enrolled in any college on the Downtown Phoenix Campus have the option of taking all the classes needed to complete their degrees downtown.

Note: The accompanying goals and performance measures are preliminary and subject to change as University College further develops its instructional, academic, and student support programming in the coming years.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,465.5	9,880.9	10,211.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,537.0	6,569.4	6,917.6
Federal Funds	0.0	0.0	0.0
Program total	9,002.5	16,450.3	17,128.6
FTE Positions	110.8	210.0	219.6

◆ Goal 1 To improve accessibility and delivery of academic instruction, professional and personal development, training, technical assistance, and information to local, regional, national, and international populations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total SEE credit course registrations (duplicated enrollments)	55,527	59,538	62,850	67,200

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Extended campus sites (credit/non-credit)	266	346	358	390
External partnerships and collaborations with business, industry and community groups facilitated by Extended Education	278	299	377	450
Number of ASU Downtown Center facility users	105,900	116,100	121,000	128,000

◆ Goal 4 To have the following performance measures developed as a result of the Program Authorization Review (PAR) of the College of Extended Education.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
21st day fall semester FTE students in off-campus courses that are counted for appropriations purposes	4,231	3,922	4,641	4,970
FTE students in all forms of off-campus credit courses for the Fall semester	4,880	4,463	5,557	6,120
Enrollments (course registrations) in all forms of off-campus credit courses for the Fall semester (includes technology-delivered courses)	16,883	17,763	19,475	21,500
Degree programs in which all credit may be earned at an off-campus location	37	47	50	54
Degree programs in which partial credit may be earned at an off-campus location	5	3	4	3
Off-campus sites and centers at which credit courses are offered (Maricopa County and other)	318	215	240	225
Off-campus sites and centers at which credit courses are offered in Maricopa County	223	182	163	140

◆ Goal 5 To provide a high quality interdisciplinary studies degree through the School of Interdisciplinary Studies.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of majors in the Bachelor of Interdisciplinary Studies (BIS) degree program	n/a	1,974	2,146	2,320
Student credit hours earned in the BIS degree program	n/a	3,447	3,840	4,150

◆ Goal 6 To offer a broad range of general studies courses and electives at the Downtown Phoenix campus.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of exploratory headcount students served at the Downtown Phoenix campus	n/a	n/a	n/a	1,500
Number of general studies courses and electives offered at the Downtown Phoenix campus	n/a	n/a	n/a	56

◆ Goal 7 To provide high quality undergraduate instructional programs that complement college degree curricula by strengthening students'

skills in written and verbal communication and facilitating their adjustment to university life.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Academic Success at the University course sections offered	n/a	152	155	160

◆ **Goal 8** To provide support services which assist students in achieving academic success and in planning programs of study within their chosen degree curricula.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of student tutorials conducted by the Writing Center	n/a	6,722	6,900	7,000
Number of students participating in the Campus Match program for incoming freshmen to quickly build a sense of community	n/a	1,686	2,000	2,400
Number of participants in the Summer Bridge program for incoming freshmen to ease transition to college life	n/a	95	90	100
Number of degree program course audits run by students and staff	n/a	454,534	484,600	513,600

◆ **Goal 9** To provide students with excellent educational opportunities throughout the calendar year.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Winter session enrollments	n/a	2,513	3,142	3,370

ASA 1.6	Subprogram Summary
KATHERINE K. HERBERGER COLLEGE OF FINE ARTS	
Melinda Gebel, Director, Institutional Analysis	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To enrich the lives of students and the larger community through programs that encourage artistic innovation and collaboration.

Description:

One of the largest such colleges in the country, the Katherine K. Herberger College of Fine Arts includes 1,800 undergraduate students, 500 graduate students, and 300 faculty and staff, who are organized into the Schools of Art and Music, the Departments of Dance and Theatre, the ASU Art Museum, and the Arts, Media, and Engineering Program. The College's educational programs embrace majors and non-majors. They also include many public performances, exhibitions and events, which, in turn, serve as a cultural resource for the campus and community.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	9,534.5	7,773.5	10,138.7
Other Appropriated Funds	12,073.1	14,169.5	14,327.7
Other Non Appropriated Funds	2,902.4	3,443.6	3,626.1
Federal Funds	249.0	273.9	301.3
Program total	24,759.0	25,660.5	28,393.8
FTE Positions	365.3	367.0	382.3

◆ **Goal 1** To expand the quality of the Herberger College experience.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	94	98	97	97
Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	90	88	90	92

◆ **Goal 2** To achieve the potential of a college of fine arts as part of a national research university.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Sponsored projects expenditures (in thousands)	96	406	338	406
Financial support for faculty research (in thousands)	n/a	324	385	425

◆ **Goal 3** To expand the resource base of the college.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Endowment values (in millions)	n/a	20.3	21.3	22.3
Annual increase in Mainstage ticket revenues (percent change)	n/a	9	10	10

◆ **Goal 4** To shape the arts and culture in the Valley.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of participants in the Herberger College for Kids and the College at Large programs (new programs)	n/a	n/a	n/a	n/a

ASA 1.7	Subprogram Summary
GRADUATE COLLEGE	
Melinda Gebel, Director, Institutional Analysis	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To promote and support the integrity, quality, and vitality of graduate programs and to ensure their currency. To serve as an advocate for all advanced studies at Arizona State University and promote rigorous standards of quality, access, and equity in all graduate programs. To foster innovation and community partnerships and facilitate interdisciplinary programs.

Description:

The Graduate College was renamed the Division of Graduate Studies Fall, 2004. The Division enhances quality graduate education through programs complementing department efforts to recruit, retain, and graduate a highly qualified student body which has ethnic and gender diversity. The Division enriches and supports ASU's graduate education by giving attention to professional and research-oriented programs and interdisciplinary study. The Division also supports undergraduate education by preparing graduates for faculty roles and assures adherence to rigorous academic policies and practices through program evaluations and monitoring of educational processes.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,073.0	849.1	1,107.5
Other Appropriated Funds	1,358.7	1,547.7	1,565.0
Other Non Appropriated Funds	700.0	830.5	874.5
Federal Funds	536.8	590.5	649.6
Program total	3,668.5	3,817.8	4,196.6
FTE Positions	57.7	56.8	59.5

◆ **Goal 1** To support and enhance graduate programs central to the mission of the University.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students enrolled in interdisciplinary degree programs	520	556	575	600

◆ **Goal 2** To improve the quality and increase the diversity of students in graduate programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Minority graduate enrollment as percentage of total enrollment 16.5 15.0 16.0 17.0

◆ **Goal 3** To promote the retention and graduation of graduate students in all programs and support their professional development for employment in the workforce of the next century.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Doctorate degrees granted	355	314	330	350
Masters degrees granted	2,440	2,198	2,300	2,400
First professional degrees granted	169	164	170	175

ASA 1.8 **Subprogram Summary**
THE BARRETT HONORS COLLEGE

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To meet the educational needs of highly motivated, academically talented undergraduates and to provide them with curricular and co-curricular activities that will allow them to compete effectively with top graduates from traditionally elite colleges and universities.

Description:

The Barrett Honors College (BHC) organizes the resources of the University for the benefit of highly motivated, academically strong undergraduates. It is a magnet to draw such students to ASU and a portal through which they gain full access to its resources. Combining the community and engagement associated with small colleges and the breadth of educational opportunity only comprehensive research institutions offer, the College seeks to enhance all undergraduate education at ASU by developing and testing within a small, personal environment program that can transfer to the greater University. BHC promotes academic achievement, guides students to relevant internships, mentors applicants for fellowships, and assists students with graduate school applications.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	986.5	767.3	1,000.7
Other Appropriated Funds	1,249.1	1,398.5	1,414.2
Other Non Appropriated Funds	71.5	84.9	89.4
Federal Funds	0.0	0.0	0.0
Program total	2,307.1	2,250.7	2,504.3
FTE Positions	33.8	35.1	36.5

◆ **Goal 1** To enhance the number and diversity of the most highly qualified high school graduates entering Arizona State University and the Barrett Honors College.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Honors undergraduate headcount students	2,696	2,865	2,800	2,800
National Merit, Flinn, and other scholars enrolled at ASU	2,233	2,718	2,800	2,000

◆ **Goal 2** To increase honors graduation rates for students entering BHC.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
BHC degree recipients (i.e., with honors)	281	254	300	300
Courses offered for honors credit	1,943	1,838	2,000	2,000
Students completing honors courses	3,420	3,549	3,500	3,600

ASA 1.9

Subprogram Summary
COLLEGE OF LAW

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To attract and retain an outstanding and diverse student body and faculty; to acquaint students with basic principles of law and related disciplines, and to provide them with skills necessary for them to function successfully as lawyers; to produce and publish pathbreaking scholarship; to provide useful service to the legal profession and the public; and to respond to the driving needs to provide practitioners equipped for advancing technologies and expanding legal arenas.

Description:

The College of Law provides a three-year, full-time, comprehensive program of study leading to the Juris Doctor (J.D.) degree. Law faculty are expert in a wide variety of law-related fields, in which they teach, produce scholarship, and provide community service. Arizona State University College of Law graduates generally become practicing attorneys and often become community leaders. In FY 2006, we inaugurate the first class of advanced practitioners (Master of Laws programs) in Biotechnology and Genomics and Tribal Policy, Law, and Government

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	5,854.8	4,967.9	6,479.4
Other Appropriated Funds	7,413.7	9,055.4	9,156.6
Other Non Appropriated Funds	503.5	597.4	629.1
Federal Funds	343.5	377.9	415.7
Program total	14,115.5	14,998.6	16,680.8
FTE Positions	146.8	156.6	163.2

◆ **Goal 1** To maintain and enhance an excellent and appropriate instructional program.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of student credit hours (SCH) taught by faculty with J.D.'s or Ph.D.'s	100	100	100	100
Percentage of graduates passing the Arizona Bar exam (first-time)	76	79	80	82
Percentage of courses in which students rate their professor's overall teaching ability as good or excellent	100	100	100	100

◆ **Goal 2** To increase community partnerships and to improve and enhance the College's service to the community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of eligible students participating in externships, internships, and other field experiences	54	61	65	65
Number of externships, internships, and other field experiences contributing to community partnerships	244	273	280	280
Service programs sponsored by the Indian Legal Program	28	24	28	30
Clients, cases or members of the public served through clinical programs	3,080	3,292	3,050	3,050
Percentage of graduating students who reported doing pro bono work during law school	43	79	80	80
Percentage of the graduating class with Pro Bono Distinction by performing 50 or more hours of pro bono service during law school	24	32	34	34
Outreach programs sponsored by the College of Law	n/a	382	390	390

Number of hours of legal or law-related services provided free to the community through the programs n/a 57,800 50,000 50,000

ASA 1.10 Subprogram Summary
COLLEGE OF LIBERAL ARTS AND SCIENCES
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide a liberal arts education for students and a foundation for professional education. To foster the discovery of new knowledge through research and creative activity by faculty and students.

Description:

The College of Liberal Arts and Sciences (CLAS) is the academic "heart" of ASU at the Tempe campus and is its largest and most diverse college. The College consists of 29 schools, departments, research centers and institutes and offers 98 undergraduate and graduate degrees in the humanities, social sciences, and natural sciences and mathematics. Closely allied to the instructional mission is research activity, which brings timeliness and professional authority to teaching programs. Research skills attract external grants that support advanced learning opportunities for all students. CLAS faculty are active in the external community, sharing their expertise through workshops and lectures both on campus and to local organizations and schools. Beginning July 1, 2005 The School of Global Studies was established and granted authority to offer undergraduate and graduate degrees and expands on the College's goal of providing transdisciplinary and interdisciplinary learning and research opportunities through collaboration across the entire University. The addition of this school and any impact on the performance measures are reflected in the figures below.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	55,317.1	47,488.9	62,741.5
Other Appropriated Funds	70,045.3	79,392.8	80,279.3
Other Non Appropriated Funds	33,958.3	40,290.3	42,425.4
Federal Funds	44,871.5	49,358.5	54,294.1
Program total	204,192.2	216,530.5	239,740.3
FTE Positions	2,439.8	2,537.0	2,694.0

Goal 1 To improve the quality of undergraduate education by providing enriched educational opportunities to undergraduate students.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	81	86	86	86
Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	92	92	92	93

Goal 2 To sustain and enhance academic excellence in research and creative activities in order to provide a quality learning environment.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Research proposals submitted for external funding	716	806	887	975
Research funding expenditures (in millions of dollars)	58	71	77	86

ASA 1.11

Subprogram Summary
COLLEGE OF NURSING

Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To educate professional nurses at the undergraduate and graduate levels to provide the highest quality health care and to critically examine and effectively respond to changing health care needs of society; to conduct research and creative activities that strengthen the knowledge base of the discipline; and to provide service to the community through a range of nursing activities.

Description:

Nursing prepares undergraduate students for licensure and careers as generalists in the nursing profession. Graduate degrees prepare nurses in advanced practice nursing specialties. Nursing also provides credit and non-credit offerings for the continuing education and advancement of practicing nurses in the community.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,209.6	2,832.3	3,694.0
Other Appropriated Funds	4,064.1	5,162.6	5,220.3
Other Non Appropriated Funds	1,980.4	2,349.6	2,474.1
Federal Funds	1,038.8	1,142.6	1,256.9
Program total	10,292.9	11,487.1	12,645.3
FTE Positions	152.6	165.7	174.2

Goal 1 To prepare professional nurses to practice in a complex and changing health care environment to meet the needs of diverse populations through innovative and flexible programs which are responsive to various student populations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	100	100	100	100
Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	87	93	93	94

Goal 2 To prepare nurses for leadership and advanced practice roles in a complex and changing health care environment by providing innovative and flexible graduate programs for different students groups who will care for diverse populations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Graduate students from under-represented minority groups	33	39	45	45
Percentage of graduate students obtaining national certification in advanced practice role	100	100	100	100

ASA 1.12	Subprogram Summary COLLEGE OF PUBLIC PROGRAMS
Melinda Gebel, Director, Institutional Analysis	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To provide instruction, research, and public service that will improve institutions' and individuals' capacities to address social problems and to create a better quality of life for all people. The College prepares students for rewarding careers in public administration, social work, and community resources and development.

Description:

The College of Public Programs is home of the School of Public Affairs, the School of Social Work, and the School of Community Resources and Development. The faculty offers undergraduate and masters degrees in public administration, social work, recreation and tourism management; doctoral degrees are offered in social work and public administration. Certificates and interdisciplinary concentrations are offered in nonprofit leadership and management, public administration and public management, social welfare, tourism management, and youth agency administration. The college also houses the Morrison Institute for Public Policy, the Center for Nonprofit Leadership and Management, the Center for Urban Inquiry, the Advanced Public Executive Program, and the Southwest Interdisciplinary Research Center. Effective July 1, 2004, the Hugh Downs School of Human Communication, the School of Justice and Social Inquiry, the American Indian Studies Program, and the Asian Pacific American Studies Program were transferred to the College of Liberal Arts and Sciences. These changes are reflected in both budget and performance measures estimates for FY 2005, FY 2006, and FY 2007. Effective July 1, 2005, the Walter Cronkite School of Journalism and Mass Communication became a separate college. The college of Public Programs is due to move to the ASU at the Downtown Phoenix campus August 2006.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	5,994.2	4,976.3	6,490.4
Other Appropriated Funds	7,590.2	9,070.8	9,172.1
Other Non Appropriated Funds	2,184.6	2,592.0	2,729.4
Federal Funds	5,272.3	5,799.5	6,379.5
Program total	21,041.3	22,438.6	24,771.4
FTE Positions	318.3	338.0	357.1

◆ **Goal 1** To serve the community and broader society, and increase public trust and confidence, by offering undergraduate and graduate instruction that is accessible, efficient, high quality, and nationally distinguished.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of graduating seniors who are satisfied or very satisfied with their advising in their major field of study	82	78	83	84
Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	94	93	94	94

◆ **Goal 2** To serve the community and broader society by conducting research and public service activities that contribute to the quality of the learning environment, the well-being of society and that are nationally distinguished for their quality.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Sponsored project research expenditures (in millions)	3.9	4.5	4.6	4.8

ASA 1.13	Subprogram Summary OTHER INSTRUCTIONAL SUPPORT
Melinda Gebel, Director, Institutional Analysis	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To provide centralized instructional programming and services for both students and faculty which enhance and complement academic activities offered through the colleges.

Description:

The Other Instructional Support Subprogram is comprised of a wide variety of academic programs which serve students and faculty. Activities focusing on students involve undergraduate academic services such as university survival and adjustment, writing across the curriculum, academic advising, evaluation and testing services, and international programs. This area also includes summer sessions and general instruction, specialized programs such as Project Prime and the American Indian Institute, and the Academic Senate.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	9,794.4	33,603.9	34,726.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	15,312.7	18,168.0	19,130.9
Federal Funds	156.2	171.8	189.0
Program total	25,263.3	51,943.7	54,046.5
FTE Positions	690.0	691.9	698.1

◆ **Goal 1** To provide high quality undergraduate instructional programs that complement college degree curricula by strengthening students' skills in written and verbal communication and facilitating their adjustment to the University environment.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Academic Success at the University course sections offered	149	152	155	160

◆ **Goal 2** To provide support services which assist students in achieving academic success and plan programs of study within their chosen degree curricula.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Tests administered by the University testing services	9,376	9,617	8,800	8,000
Number of student tutorials conducted by the Writing Center	n/a	6,722	6,900	7,000
Number of participants in Summer Bridge program for incoming freshmen to ease transition.	n/a	95	90	100
Number of degree program course audits run by students and staff.	n/a	454,534	484,600	513,600
Number of students participating in the Campus Match program for incoming freshmen to quickly build a sense of community	n/a	1,686	2,000	2,000

◆ **Goal 3** To provide students with excellent educational opportunities throughout the calendar year.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Summer sessions headcount students	26,571	27,212	27,500	28,000
Winter session enrollments	2,838	2,513	3,140	3,370

ASA 1.14 **Subprogram Summary**
UNIVERSITY LIBRARIES AND MUSEUMS
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To offer collections and services which promote a quality learning environment for undergraduate and graduate students, to support academic excellence for students and faculty, and to respond to institutional commitments.

Description:

The University Libraries are responsible for the acquisition, organization, preservation, and assistance in the retrieval and use of the informational, research, and media resources of the University Libraries and other libraries and research or resource collections. The University Libraries promotes to the extent possible the use of these resources and services by the University and the broader community which it serves. Further, the University Libraries supports, promotes, and provides leadership in research, professional development, and the sharing of information on local, state, national, and international levels. University museums provide cultural opportunities for those on campus and the entire community.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	19,650.1	20,519.6	21,205.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,049.5	1,245.2	1,311.2
Federal Funds	3.4	3.8	4.2
Program total	20,703.0	21,768.6	22,520.5
FTE Positions	266.5	266.3	266.8

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Library volumes housed (all libraries; in thousands)	3,315	3,388	3,458	3,528
Periodical subscriptions	28,329	27,500	27,500	27,500
Items checked out (in thousands)	1,102	995	955	917
Virtual/remote reference transactions (new measure)	610	8,992	12,000	15,000
Reference transactions	128,089	124,000	122,000	120,000
Online access sessions (in millions)	15.6	17.2	18.9	20.8

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Annual attendance at university art collections	38,476	40,938	42,000	43,000
Lecturers and special events	283	362	375	400
Academic programs served	6	6	6	6

ASA 1.15 **Subprogram Summary**
ACADEMIC COMPUTING
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To support the instructional, research, and service missions of the University community by providing appropriate computer technologies, support services, training, planning, and consultation.

Description:

The academic services provided by Information Technology (IT) include assistance in the development and effective use of technology to support the teaching and learning process, training and support for instructional uses of technology, coordination of centralized computing sites, and technology support for the ASU East Campus. Additional services include consultation and support for research and creative activities, including visualization, computer simulation and modeling, and support for instructional internet applications and services.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	13,510.8	14,132.6	14,604.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,415.7	2,866.1	3,018.0
Federal Funds	558.4	614.2	675.6
Program total	16,484.9	17,612.9	18,298.4
FTE Positions	198.3	205.1	207.1

◆ **Goal 1** To employ, provide, and maintain sufficient reliable microcomputer, network, and server resources to support the academic needs of the University.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
E-mail computer accounts	63,000	66,000	71,000	75,000
Super/mainframe/computer server connected devices	36,000	37,000	38,000	39,000

◆ **Goal 2** To improve access to University provided computer programs and Internet services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Centrally provided workstations (IT only)	1,350	1,527	1,530	1,730
Percentage of classrooms with mediation	85	42	44	51
WWW server activity: total hits per day on asu.edu and public.asu.edu only (in thousands)	3,400	3,507	5,220	6,380

ASA 1.16	Subprogram Summary
ADMIN. INFORMATION TECHNOLOGY/ TELECOMMUNICATIONS	
Melinda Gebel, Director, Institutional Analysis	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To improve the quality and efficiency of University operations through the application of technology, and by maintaining and supporting the University's communication and technology infrastructure.

Description:

The administrative services provided by Information Technology include: assistance in the development and effective use of technology to support University distributed computing, client server applications, centralized decision management support systems (such as accounting, human resources, electronic messaging, and student information systems); support for University portal and e-commerce applications; consultation; and support for the University voice, data, and video networks. Additional services include technology assessment; recommending hardware and software standards; personal computer and client/server hardware support; planning and capacity management; distributed support to University departments; and support for internet applications and services.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,263.7	5,405.9	5,586.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	227.6	270.0	284.3
Federal Funds	0.0	0.0	0.0
Program total	6,491.3	5,675.9	5,870.8
FTE Positions	65.1	68.0	68.3

◆ **Goal 1** To maintain support for all administrative computing systems and ensure that staff have ready access to information.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Storage capacity of the Data Warehouse (in gigabytes)	375	450	475	500
Users of Data Warehouse	1,850	1,950	2,100	2,200
Distributed file storage capacity (in terabytes)	12	113	150	300

◆ **Goal 2** To maintain support for all telecommunications systems throughout the University.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
State funded telephone lines	16,943	17,454	18,000	18,500
Centrally supported Ethernet connections	35,000	41,121	43,000	45,000
Internet bandwidth (mbps)	245	400	450	500

ASA 1.17	Subprogram Summary
ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT	
Melinda Gebel, Director, Institutional Analysis	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To provide effective and efficient managerial and administrative support assisting the Executive Vice President and Provost with basic institutional decisions regarding instruction, research, and service, student affairs, research and strategic initiatives, and administrative services.

Description:

Academic Affairs Administrative Support includes the Office of the Executive Vice President and Provost of the University, Institutional Analysis and Data Administration, and Office of Planning and Budget.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	24,143.4	25,364.1	31,211.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	15,314.3	18,169.9	19,132.9
Federal Funds	0.0	0.0	0.0
Program total	39,457.7	43,534.0	50,344.4
FTE Positions	68.7	55.6	56.9

◆ **Goal 1** To improve undergraduate education.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average years taken by freshman students to complete a baccalaureate degree program	4.74	4.73	4.72	4.71
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	93	94	94	94
Percent of graduating seniors who rate their overall university experience as good or excellent	94	94	94	94
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	70	70	70	70
Number of Bachelors degrees granted	7,046	7,498	7,800	8,100
Percentage of positive response for Student Faculty Interaction (Learner-centered Education)	89	91	91	91
Average salary of all ranked faculty as a percentile of salaries at peer institutions	17	34	50	50

ASA 2.0
Program Summary
 RESEARCH AND ECONOMIC AFFAIRS
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide a breadth of research, including scholarship and creative activities, that serves the advancement of the disciplines, complements the educational mission of the University, and serves the University's urban and state community and society as a whole.

Description:

The Research and Economic Affairs Program is comprised of three major groups of activities which promote research, scholarship, and creative activity, including research that is not associated with the college-based organized research centers, regulatory compliance efforts, and centralized research support functions. The Research Program serves the citizens of Arizona through the development, transfer, and application of new knowledge particularly beneficial to the State.

This Program Contains the following Subprograms:

- ▶ Research Activities
- ▶ Regulatory Compliance
- ▶ Research Area

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,968.9	3,361.8	3,474.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	31,779.6	37,705.4	39,703.7
Federal Funds	4,842.5	5,326.8	5,859.5
Program total	39,591.0	46,394.0	49,037.3
FTE Positions	399.6	424.4	447.8

ASA 2.1
Subprogram Summary
 RESEARCH ACTIVITIES
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To serve the citizens of Arizona through the development, application, and transfer of new knowledge especially beneficial to Arizona.

Description:

Research Activities include the International Institute for Sustainability and all university-sponsored research excluding state funds directly allocated to academic areas or organized research centers.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,818.8	2,202.9	2,276.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	25,936.3	30,772.5	32,403.4
Federal Funds	4,840.5	5,324.6	5,857.1
Program total	32,595.6	38,300.0	40,537.0
FTE Positions	283.4	302.4	319.6

- ◆ **Goal 1** To increase the number of externally supported organized research

projects awarded to the university.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Externally supported organized research grant and contract proposals submitted	1,284	1,474	1,650	1,850

ASA 2.2
Subprogram Summary
 REGULATORY COMPLIANCE

Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To promote the continued growth and development of research and creative activity at ASU by providing the basic support services that help ensure safe, humane, legal, and compliant research operations.

Description:

Regulatory Compliance is comprised of a variety of activities required by state and federal law and as a condition of applying for and receiving extramural funding in the form of grants and contracts. Major areas of activity include human subjects, radiation protection, hazardous materials, and animal care.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	707.6	708.9	732.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	650.7	772.0	812.9
Federal Funds	0.0	0.0	0.0
Program total	1,358.3	1,480.9	1,545.5
FTE Positions	17.3	17.4	17.6

- ◆ **Goal 1** To be in compliance regarding the use of humans as research subjects, the care and use of animals in research and teaching, the use and disposal of radioactive materials and radiation producing equipment, and the use and disposal of hazardous materials.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Citations or other adverse claims (notifications) from Federal Regulatory agencies	0	0	0	0

ASA 2.3
Subprogram Summary
 RESEARCH AREA

Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide the managerial and administrative leadership to enable the University to fulfill its mission as a major research university, conducting both pure and applied research of benefit to Arizona and the nation.

Description:

The Research Area provides the infrastructure which the Vice President for Research and Economic Affairs requires to foster quality and excellence in all University research programs. Activities include dissemination of information concerning funding opportunities, assistance in proposal preparation, and grant and contract fiscal administration. This area also produces University research publications and is the liaison between the University and the external community.

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	442.5	450.0	465.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,192.6	6,160.9	6,487.4
Federal Funds	2.0	2.2	2.4
Program total	5,637.1	6,613.1	6,954.8
FTE Positions	98.9	104.5	110.6

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	20,687.7	22,558.9	23,847.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	100,753.0	108,681.8	113,439.6
Federal Funds	43,743.3	48,117.7	52,929.5
Program total	165,184.0	179,358.4	190,216.6
FTE Positions	765.6	800.5	833.3

◆ **Goal 1** To maintain and enhance the university's status as a major research institution.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Grant and contract proposals submitted	1,597	1,785	2,000	2,250
Grant and contract awards received	1,212	1,322	1,450	1,600
External dollars received for research and creative activity (in millions of dollars)	158	156	175	200
Percentage of faculty and academic professionals receiving extramural support for research and creative activity	37	30	32	35

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Undergraduate students supported by sponsored funds	1,159	1,237	1,275	1,350
Graduate students supported by sponsored funds	1,632	1,604	1,650	1,700

ASA 3.0 **Program Summary**
STUDENT AFFAIRS
 Melinda Gebel, Director, Institutional Analysis
 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 Affairs is comprised of a variety of units, including Dean of Students, Residential Life, Student Development/Memorial Union, Student Health Center, Wellness and Health Promotion, Learning Support Services, Educational Development, Multicultural Student Services, Student Life, Counseling and Consultation, Career Services, Recreational Sports, Student Media, and the Arizona Prevention Resource Center. Student Affairs also includes Admissions, Registration, Financial Aid, and Undergraduate Initiatives.

This Program Contains the following Subprograms:

- ▶ **Student Life, Health and Wellness**
- ▶ **Enrollment Services**
- ▶ **Student Affairs Administrative Support**

ASA 3.1 **Subprogram Summary**
STUDENT LIFE, HEALTH AND WELLNESS
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To offer a wide variety of services that create and nurture a strong sense of community and enhance the campus environment.

Description:

Units provide programs and services that ease students' transition to the University, involve them in campus life, and enhance their academic and personal growth.

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	10,529.1	10,947.3	11,848.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	23,590.7	27,989.5	29,472.9
Federal Funds	5,411.7	5,952.9	6,548.2
Program total	39,531.5	44,889.7	47,869.1
FTE Positions	520.5	547.9	579.3

◆ **Goal 1** To promote the emotional and physical well-being of students by providing quality medical health services at the Student Health Center.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students receiving health care at the Student Health Center	50,262	52,651	55,000	55,000

◆ **Goal 2** To enhance the quality of students' educational experience by providing programs and services which engage them in active learning and involvement.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Registered campus clubs and organizations	519	572	550	550
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	66,952	55,147	55,500	56,000
Career Services Web site visits (in thousands)	435.9	388.1	400.0	410.0
Students and alumni registered with Career Services	12,435	6,890	7,000	7,000
Organizations recruiting on campus	928	1,329	1,000	1,200

◆ **Goal 3** To maintain quality services for disabled students.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Disabled students served	1,725	1,665	1,850	1,850

Hours of interpreting provided for the hearing impaired 14,518 14,779 18,000 18,000

ASA 3.2 **Subprogram Summary**
ENROLLMENT SERVICES
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To offer services in support of enrollment management, including admissions, registration, and student financial assistance.

Description:

Enrollment Services provides access to higher education by offering a variety of orientation and registration programs which inform students and their families about admissions requirements, availability of student financial assistance, new student orientations, and other specialized services.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	8,250.0	10,260.3	10,603.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	77,122.1	80,644.6	83,916.5
Federal Funds	38,331.6	42,164.8	46,381.3
Program total	123,703.7	133,069.7	140,900.9
FTE Positions	207.3	231.1	232.4

◆ **Goal 1** To recruit and enroll academically eligible undergraduate students and ensure that they receive adequate orientation prior to entering ASU.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Undergraduate admissions applications	40,421	44,834	45,500	47,500
Undergraduates admitted	28,019	32,569	33,000	34,000
Students participating in orientation	9,292	9,600	9,900	10,000
Web registration transactions, all university (in thousands)	964	1,387	1,400	1,500
Percent of entering students in the top 25 percent of their high school graduating class	53	54	56	56
Hits to ASU Interactive, all university (Registrar-related, e.g., address change, web transcripts, grades (in thousands)	4,700	6,227	6,300	6,500

◆ **Goal 2** To make student financial assistance readily available for eligible students based on need, merit, or other determining factors.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students receiving financial assistance	29,797	31,424	32,100	33,500
Dollar volume for all financial assistance programs (dollars in thousands)	315,948	341,670	343,000	345,000

ASA 3.3 **Subprogram Summary**
STUDENT AFFAIRS ADMINISTRATIVE SUPPORT
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To foster the academic and personal growth of students by providing integrated services to meet their needs.

Description:

Student Affairs units develop and implement programs that meet the changing needs of students and are critical to academic success.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,908.6	1,351.3	1,396.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	40.2	47.7	50.2
Federal Funds	0.0	0.0	0.0
Program total	1,948.8	1,399.0	1,446.6
FTE Positions	37.8	21.6	21.6

◆ **Goal 1** To provide services which promote the development of student competencies.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students assisted by the Learning Resources Center programs and services	8,114	6,608	6,800	7,200

◆ **Goal 2** To improve the educational experiences of first-year students by increasing participation in the Freshman Year Experience.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students participating in the Freshman Year Experience (FYE)	3,619	3,650	3,800	3,950

ASA 4.0 **Program Summary**
ADMINISTRATION AND FINANCE
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide customer-focused, planned, responsive, and effective administrative and financial support services for students, faculty, staff, and the University community to advance ASU's mission.

Description:

Administration and Finance includes central activities concerned with provision of essential support services for the entire university. Administration and Finance activities include fiscal operations, human resources programs and services, purchasing, stores, property management, property control, surplus property and recycling, environmental health and safety, security, printing, parking services, and the operation and maintenance of University Services.

This Program Contains the following Subprograms:

- ▶ **Business/Financial Services and Human Resources**
- ▶ **Plant and Safety Services**
- ▶ **Administrative Services Support**

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	36,218.0	38,893.0	40,192.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	48,114.2	57,085.8	60,111.3
Federal Funds	182.4	200.7	220.8
Program total	84,514.6	96,179.5	100,524.4
FTE Positions	981.4	1,037.4	1,050.5

development, payroll, employee relations, and other human resources activities.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Participants in human resources training programs	5,813	5,492	7,000	8,500
Job applications processed	41,319	32,299	35,000	38,000
Positions filled	1,099	2,287	2,500	3,000
Percent of agency staff turnover (classified staff only)	12.60	13.7	14	14

ASA 4.1
Subprogram Summary
 BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

ASA 4.2
Subprogram Summary
 PLANT AND SAFETY SERVICES
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To support the University's missions of instruction, research, and public service by providing timely and accurate financial information and services; and, to serve the University community through the effective management of its administrative services, employees, and other constituencies through a program of comprehensive human resources programs and services.

Mission:

To provide customer focused, high quality facilities and services to support the mission of the University.

Description:

Business/Financial Services and Human Resources is comprised of a wide variety of central staff functions including purchasing, mail services, bookstore, stores and office supplies, office machine rental and repair, printing and copy centers, property control, real estate, campus card program, internal audit and management services, financial services, student aid disbursement, cashiering and accounts receivable services, learning and performance programs, leadership development, employee recognition, and human resources management.

Description:

University Services and the Department of Public Safety provide the following support services: building maintenance, capital programs management, building and infrastructure engineering, facilities management, custodial services, grounds construction and maintenance, campus physical planning, facilities planning and space management, police and security services, environmental health and safety, radiation safety, fleet services, academic scheduling, and parking and transit services.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	8,508.4	8,748.1	9,040.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	38,326.3	45,472.8	47,882.8
Federal Funds	0.0	0.0	0.0
Program total	46,834.7	54,220.9	56,923.1
FTE Positions	267.4	280.5	288.7

(Thousands)

Funding and FTE

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	27,208.4	29,502.8	30,488.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,787.9	11,613.0	12,228.5
Federal Funds	182.4	200.7	220.8
Program total	37,178.7	41,316.5	42,937.8
FTE Positions	703.2	742.2	747.0

◆ **Goal 1** To provide efficient and effective administrative support to the university community while maintaining or enhancing the level of quality service in areas such as accounting.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Accounting line transactions processed (in thousands)	1,034	1,055	1,150	1,200
Administration as a percentage of total cost	1.25	1.72	1.99	1.81

◆ **Goal 2** To provide efficient services to University customers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of purchase requests processed within 5 working days	81	85	85	85
Elapsed days from travel claim receipt to payment	3.0	2.0	3.0	3.0
Average minutes waiting time to pay tuition during peak periods	3	2	2	2

◆ **Goal 3** To provide comprehensive human resources services and programs to the university community in areas such as employment, compensation, classification, benefits, training, management

◆ **Goal 1** To provide customers-focused, high quality facilities and services to support the University's mission.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Land surface owned and operated by the ASU at the Tempe campus	682	751	761	761
State supported university building space within campus boundaries (gross square feet in thousands)	6,652	6,902	7,100	7,340
Maintenance work order man-hours on buildings/ tunnels/structures	182,871	181,201	190,300	199,800

◆ **Goal 2** To provide public safety services designed to enhance a safe and secure environment by assisting, serving, and protecting the university, in partnership with students, faculty, staff, and visitors.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Fire and safety training classes	586	1,868	1,800	1,800
Community-based police assignments	53	60	75	72
ParkSmart (telephone) parking registration for students	40,825	19,755	0	0
ParkSmart (web) parking registration for students	0	74	20,000	15,000

ASA 4.3 **Subprogram Summary**
ADMINISTRATIVE SERVICES SUPPORT
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide customer-focused, planned, responsive, and effective administrative and financial support services for students, faculty, staff, and the University community to advance ASU's mission.

Description:

This subprogram consists of the Office of the Executive Vice President and CFO for Business and Finance.

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	501.2	642.1	663.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	501.2	642.1	663.5
FTE Positions	10.8	14.7	14.8

◆ **Goal 1** To improve customer satisfaction with services provided to the University community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction surveys conducted	18	1	1	1
Hours to follow-up on customer complaints	48	2	2	2

ASA 5.0 **Program Summary**
INSTITUTIONAL LEADERSHIP AND ADVANCEMENT
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide overall direction and management for Arizona State University in fulfilling its mission of providing outstanding programs of instruction, research, public service and economic development; to further an awareness of and appreciation for Arizona State University by building and strengthening relationships with diverse constituencies and oversight of the University's intercollegiate athletic program.

Description:

Institutional Leadership and Advancement consists of the Office of the President, which provides central executive level direction and management for the University, and other units that provide university-wide services and programs. The Office of the Vice President for Public Affairs serves the multiple campuses of the University. Its programs are designed to enhance ASU's reputation and promote its role as an economic engine for the state of Arizona. Its programs also strengthen the University by building relationships with diverse constituencies, including minority communities, to promote common values and goals as well as to develop approaches to common challenges.

This Program Contains the following Subprograms:

- ▶ **KAET - Television**
- ▶ **Development**
- ▶ **Community Outreach**
- ▶ **Intercollegiate Athletics**
- ▶ **Executive Management**
- ▶ **Public Affairs**

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	14,089.4	15,688.2	16,212.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	46,360.6	55,005.3	57,920.5
Federal Funds	321.7	353.8	389.2
Program total	60,771.7	71,047.3	74,522.0
FTE Positions	590.0	659.7	687.4

ASA 5.1 **Subprogram Summary**
KAET - TELEVISION
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To serve the people of Arizona through the development and operation of public telecommunications systems and services for instructional, educational, informational, and cultural purposes.

Description:

KAET is a public television station licensed through the Arizona Board of Regents and operated on the campus of Arizona State University. The station provides quality educational and informative programs enriching the lives of viewers and serving all communities in Central and Northern Arizona.

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	755.9	392.3	405.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,091.1	8,413.4	8,859.3
Federal Funds	272.1	299.3	329.2
Program total	8,119.1	9,105.0	9,593.9
FTE Positions	98.5	95.6	101.0

◆ **Goal 1** To increase the number of persons viewing KAET-TV on a weekly basis.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Persons viewing KAET-TV on a weekly basis (in thousands)	2,810	2,878	2,923	2,930

◆ **Goal 2** To improve services provided to the community, especially in rural areas.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Teachers served through educational support programming	25,700	26,255	45,000	55,000
Students served through educational support programming	408,000	422,827	987,400	1,030,000

ASA 5.2
Subprogram Summary
 DEVELOPMENT
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:
 To provide effective and efficient support for the University's mission of instruction, research, and public service through developing and maintaining strong partnerships with alumni, community leaders, and state decision makers.

Description:
 Development includes Alumni, Development, and Economic Development. ASU integrates its economic development activities and strengths into larger community wide efforts to help metropolitan Phoenix and other Arizona communities become economically more competitive.

	(Thousands)		
Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	833.8	1,397.1	1,443.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,302.9	8,664.7	9,123.9
Federal Funds	0.0	0.0	0.0
Program total	8,136.7	10,061.8	10,567.6
FTE Positions	65.8	72.6	75.7

◆ **Goal 1** To increase the number of ASU Alumni Association members and maintain the level of telephone solicitations for monetary contributions to the University.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Dues paying Alumni Association members	13,995	14,870	15,910	17,025

◆ **Goal 2** To continuously build and improve ASU's economic development efforts.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
External partnerships and collaborations with business, industry, and community groups facilitated by Extended Education	30	299	377	448

ASA 5.3
Subprogram Summary
 COMMUNITY OUTREACH
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:
 To offer services that provide and promote community contact in the areas of quality cultural and popular sports programs, and economic development.

Description:
 Community Outreach provides opportunities for the community to network with the University on various projects related to the arts and nonathletic events. Special emphasis is given to cultural diversity programming which is designed to present specific performances targeting underserved and culturally specific groups.

	(Thousands)		
Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,428.8	1,369.8	1,415.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,838.3	6,926.9	7,294.0
Federal Funds	49.6	54.5	60.0
Program total	7,316.7	8,351.2	8,769.6
FTE Positions	84.3	96.1	100.1

◆ **Goal 1** To continue to stage excellent non-athletic events for various diverse constituents.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Persons attending University sponsored cultural events (in thousands)	661	665	678	532

ASA 5.4
Subprogram Summary
 INTERCOLLEGIATE ATHLETICS
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:
 To represent the University by fielding athletic teams that seek to achieve excellence in national and international competition while promoting the well being of the student-athlete, who is first and foremost a student.

Description:
 Arizona State University considers intercollegiate athletics to be an integral part of the University and strives to achieve the same standards of excellence in its athletics program as exist within its teaching, research, and public service programs. This commitment to excellence in athletics is conducted in the context of a philosophical commitment to certain values, in particular the welfare and academic progress of the individual student-athlete, the principle of institutional control of athletic programs, and complete adherence to established NCAA and PAC-10 rules and regulations.

	(Thousands)		
Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,204.8	2,262.4	2,338.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	22,526.7	26,727.1	28,143.6
Federal Funds	0.0	0.0	0.0
Program total	24,731.5	28,989.5	30,481.6
FTE Positions	245.2	258.1	271.1

◆ **Goal 1** To improve graduation rates of student athletes.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of student athletes graduating in six years	60	52	50	60

◆ **Goal 2** To provide opportunities for men and women by developing and sustaining programs which help student athletes achieve success, both academically and athletically.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average GPA of student athletes (4.0 highest)	2.81	2.89	2.85	2.85

ASA 5.5
Subprogram Summary
 EXECUTIVE MANAGEMENT
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide overall direction and management for Arizona State University in fulfilling its mission of providing outstanding programs of instruction, research, public service, and economic development.

Description:

Executive Management includes central executive level activities concerned with overall long range planning for the University, administrative support for the entire University community, and University-wide fund raising activities. The Executive Management area includes the Office of the President, the Office of the General Counsel, the Affirmative Action Office, and the Office of University Initiatives.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	7,237.8	8,436.3	8,718.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,601.6	4,273.2	4,499.7
Federal Funds	0.0	0.0	0.0
Program total	10,839.4	12,709.5	13,217.9
FTE Positions	70.2	111.2	113.0

◆ **Goal 1** To provide leadership in establishing strategic directions for the University.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of campus strategic plans completed by required date	100	100	100	100

ASA 5.6
Subprogram Summary
 PUBLIC AFFAIRS
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide effective and efficient support for the University's missions of academic affairs, research, and public service through executive management, and to maintain and develop strong partnerships with alumni, community leaders and state decision makers.

Description:

The Office of Public Affairs furthers awareness of and appreciation for ASU by communicating with diverse constituencies, building and strengthening relationships, and encouraging participation in and support of university programs and initiatives.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,628.3	1,830.3	1,891.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,628.3	1,830.3	1,891.4
FTE Positions	26.0	26.3	26.5

◆ **Goal 1** To obtain private and corporate funds to provide the margin of excellence for the University in the 21st Century.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Endowed chairs and professorships	n/a	109	112	115

◆ **Goal 2** To continue to coordinate high quality special events for the University.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Individuals attending campus sneaker/special tours	742	786	850	920
Special events coordinated	183	121	200	200



AWA 0.0

Agency Summary
ASU - WEST

Dr. Michael Crow, President
Phone: (480) 965-2318
A.S.R. § 15-1601

Mission:

To offer liberal arts and professional programs; engage in discovering and advancing knowledge; and teach diverse students in a student-centered, interdisciplinary learning environment as a community-focused metropolitan campus of Arizona State University.

Description:

ASU - West is located in Phoenix and serves more than 7,500 residential and commuter students of diverse ages, ethnicity, and experience through 29 baccalaureate programs, nine master's programs and eight certificate programs. The 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)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ACADEMIC AFFAIRS	43,803.0	48,846.9	53,486.6
➤ STUDENT AFFAIRS	11,191.5	13,493.3	14,051.4
➤ ADMINISTRATIVE SERVICES	13,515.2	14,264.9	14,625.8
➤ PUBLIC AFFAIRS	1,555.3	1,372.6	1,420.0
Agency Total	<u>70,065.0</u>	<u>77,977.7</u>	<u>83,583.8</u>

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	40,323.1	44,032.0	48,728.1
Other Appropriated Funds	17,366.1	20,047.3	20,205.9
Other Non Appropriated Funds	10,328.8	11,646.8	12,173.0
Federal Funds	2,047.0	2,251.6	2,476.8
Program total	<u>70,065.0</u>	<u>77,977.7</u>	<u>83,583.8</u>
FTE Positions	827.8	868.0	890.2

Strategic Issues:

Issue 1 *How to improve the quality of the undergraduate and graduate educational experience*

Undergraduate and graduate education are the cornerstones of the university enterprise. Students seek a high quality education that prepares them to be successful in their careers, to contribute to society, and to become lifelong learners. Today's graduates must have strong communications, team building, and critical thinking skills as well as a global perspective to be successful. A renewed 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; 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 has recently begun new educational initiatives, including the establishment of the University

College, offering new and unique expanded law school programs, and furthering interdisciplinary programs through the development of new schools and centers. ASU is collaborating with the University of Arizona in developing an educational program in biomedicine in metropolitan Phoenix and in developing a complementary interdisciplinary program in biomedical informatics. An area of concern for ASU is that even though the teaching load of tenure-track faculty has risen over the last ten years, undergraduate access to tenure-track faculty has fallen, reflecting the fact that enrollment growth has outstripped our resource base. For example, at the Tempe campus the ratio of students to tenured/tenure-track faculty has increased from 25:1 in Fall 1991 to 35:1 in Fall 2004.

Issue 2 *How to provide access to education for a growing student population given limited financial resources*

To broaden access to a quality education for all segments of the population, ASU with its three current campuses, the developing ASU at the Downtown Phoenix campus, and the School of Extended Education instructional sites throughout the metropolitan region, 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 diminished state general fund support for higher education place the idea of broad access at risk. Tuition increases approved by the Board of Regents for Fall, 2003, 2004, 2005, and future increases consistent with Board policy in Changing Directions, will help offset some of the increasing need for financial aid and improve affordability for a greater number of students. In addition to setting aside 14 percent of tuition revenues for need-based financial aid, ASU will also set aside 15 percent of program fees.

ASU is strongly committed to providing access to college for all qualified students. Furtherance of this goal requires bold and sustained planning to provide for the projected increases in enrollments, primarily of undergraduate students. In partnership with the City of Phoenix, ASU is in the process of planning for a new ASU at the Downtown Phoenix campus, which, by the completion of Phase I in the year 2010, will accommodate about 6,700 students. This planned unique cluster of colleges and school on the Downtown Phoenix campus will have a common focus on the public mission of ASU. In addition, both the ASU West and the ASU Polytechnic campuses are also each expected at build-out in the year 2020 to serve up to 20,000 students each, reaching this goal through a series of planned expansion phases. See the recently approved Comprehensive Development Plan for a New American University for more detail on the development of the university's campuses (www.asu.edu/cdp).

ASU is requesting \$12.5 million (\$25 million over two years) to begin the implementation of Application for Technology Based Learning and Support (ATLAS), an advanced academic learning and support environment that harnesses the power of technology to create a dynamic and interactive knowledge network. Funding will allow ASU to: maximize the return on technology investment to support the rapidly growing student enrollment; improve educational outcomes such as graduation rates and student performance; establish ASU as the center for excellence in the integration of technology and education, attracting faculty, students, and strategic alliances; and, extend the reach of ASU's assets and knowledge capital.

Issue 3 *How to recruit and retain faculty and staff in highly competitive national and local markets during a period of diminishing resources*

Quality faculty are fundamental to a quality university education. Without the best faculty, it is not possible to provide the type of higher education that Arizona citizens deserve or to support the cultural and economic vitality that Arizona is striving to obtain. At Arizona State University, hiring and retaining key faculty will continue to be a problem as long as state investments in the core functions of the university are not forthcoming. While other states have recognized the need to retain intellectual capital during times of affluence (the 1990s) as well as times of diminishing resources, and have acted accordingly, Arizona has not. As a result, the universities continue to struggle to compete in the marketplace. The lack of progress in bringing staff salaries in line with the local market is equally distressing to the university. While ASU does not compete on the national level for many staff positions, the university is below the market in both the private and public sectors. ASU estimates its total faculty and staff unmet salary needs will reach \$51 million by the end of FY06.

Issue 4 *How to enhance and improve social embeddedness*

Development of ASU requires the university to be a fully engaged and integral part of the social, cultural, and economic fabric of the metropolitan area and the state of Arizona. ASU will demonstrate its social embeddedness to the extent that the faculty and staff are supporting and sustaining communities and solving problems through applied research, service, and partnerships in the P-12 education system, business and industry, government, and the community. ASU must assist in building a socially diverse and economically viable community, in developing civic and community leadership, and in addressing challenges such as poverty, growth, economic development and diversification, social infrastructure, and quality of life. To achieve a higher degree of social embeddedness requires a change in the internal culture of the university as well as a change in the role of the university in the eyes of the community. The university must continue to expect employees to contribute to community life through their expertise, intellect, and engagement. The community must come to see the university as the key resource and place to get advice about community issues and solutions to community problems. Greater economic opportunity, coupled with expertise available from ASU, can enhance the multicultural strengths of Phoenix and Arizona. A good example of this type of close economic cooperation with the community is the ASU/Scottsdale Center for New Technology and Innovation, scheduled to open in 2006. The Center will act as a hub for knowledge-driven industries, technology innovations, and commercial activities.

With greater economic vitality comes the opportunity to reinvest in the artistic and cultural elements of the community. ASU is committed to improving student achievement and the quality of K-12 schools, and the university has just announced the University Public Schools Initiative. The university, in partnership with local school districts and the community, will launch four research-based schools, one on or near each ASU campus, to serve as exemplars and resources for schools.

Issue 5 *How to serve as the only comprehensive provider of undergraduate and graduate education in a large metropolitan area, while maintaining a nationally competitive research capacity and contributing to economic diversity in the Valley*

Providing access to a quality higher education for the citizens of Arizona is a primary responsibility of ASU. It is generally recognized that no large cities have obtained economic and cultural greatness without the presence of a great research university. Such universities have been and always will be the magnet for the intellectual capital required to build the economic and cultural base of a great city. ASU, as the fourth largest university in the nation when measured in terms of enrollment, developed late as a research university, obtaining Research I status only in 1994. As such, ASU must plan its research agenda with great care and focus in order to create an innovative research agenda that ensures the citizens of Arizona a substantial return on investment while serving growing enrollments.

University-based research contributes not only to basic knowledge development and transmission and to quality individualized experiences for our students, but also to economic development. Arizona's high technology economic base is not highly diversified, relying primarily on the semiconductor industry. Corresponding to the suggestions in the Battelle Institute reports of 2002 and 2003 detailing research opportunities for Arizona's universities, ASU continues to vigorously pursue long-term initiatives in such areas as biodesign, nanotechnology, and sustainable systems. Funding approved by Arizona voters provided by Proposition 301, and the Research Infrastructure Bill for research bonding authority provide important resources to accelerate research efforts that address diversification in the Arizona economy and workforce. Arizona State University and the University of Arizona have signed a memorandum of agreement with the Arizona Board of Regents to create the Phoenix Biomedical Campus of the Arizona University System. This campus in downtown Phoenix will house joint educational and research programs in biomedicine, featuring a medical school run by the University of Arizona and supported by ASU (classes begin in Summer 2007) and a program in biomedical informatics (classes begin in Fall 2006).

Issue 6 *How to ensure the necessary facilities and capacity to accommodate growth*

The university currently operates under a severe shortage of teaching and research space, as documented in a 1998 Board of Regents study. Each of the four campuses operates with library and research deficiencies, the total of which exceeds 750,000 square feet. ASU is, however, aggressively obtaining new research facilities that will alleviate much or all of the deficiency. ASU deficiencies at the Tempe campus in class laboratory space exceeds 100,000 square feet. Compounding these existing shortages is the university's continuing growth, both in enrollment demand and in responsibilities for research and service. To alleviate these shortages, the ASU at

the Tempe campus building program includes occupancy of the new Biodesign Institute at ASU Building A, and construction is proceeding on Biodesign Institute at ASU Building B and Buildings I, II, and III (the last at the ASU Polytechnic campus) of the Interdisciplinary Science and Technology series of buildings. In addition, ASU currently leases space in the "Brickyard" in downtown Tempe, and has obtained leased space in the recently completed ASU Foundation Building. ASU is currently in negotiations with the City of Tempe to create a new mixed use land classification that would create a joint review process related to certain development projects. This new land use classification could be applied to approximately 100 acres of land around the periphery of the ASU Tempe campus, including the 13-acre "Gateway Project" on the corner of Mill Avenue and University Drive. Plans are under development for this site to host facilities for the W. P. Carey School of Business, the Katherine K. Herberger College of Fine Arts, and the College of Design.

The lack of funds to open and operate new buildings and to maintain and upgrade existing buildings has resulted in deterioration of space, requiring additional funds prior to occupancy. State appropriations for operations and maintenance at ASU at the Tempe campus have been limited to only about 22 percent of requests since 1990. Further, the state has allocated to the university only 18 percent of the needed funds set by the state's building renewal formula since the program's inception in 1987. The result has been an accumulated deferred maintenance backlog of \$72 million for academic facilities. The maps appended to this document display graphically for each ASU campus the deferred maintenance needs for each existing building. In addition, the maps show for each campus the buildings currently under construction, projects in the current CIP, and projects in the planning and design phases.

Providing and improving learning environments featuring classrooms and laboratories that facilitate learner-centered delivery requires a program of improved utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Availability of appropriate instructional technology and flexible room design can permit improved room utilization. The ASU Chief Information Officer participates in the strategic planning and budgeting processes to plan, coordinate, manage, and maintain the information technology resources and services across the four university campuses and among the three Arizona universities.

Issue 7 *New SI*

AWA 1.0

Program Summary
ACADEMIC AFFAIRS

Melinda Gebel, Director, Institutional Analysis

Phone: (480) 965-2318

A.R.S. § 15-1601

Mission:

To provide instruction, research, and service activities that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of life in greater Phoenix, the surrounding region, and the nation.

Description:

Academic Affairs includes activities carried out during the academic year, summer sessions, and other periods associated with degree credit and non-credit academic courses. Academic Affairs includes six different academic and academic support units: New College of Interdisciplinary Arts and Sciences, College of Teacher Education and Leadership, College of Human Services, School of Global Management and Leadership, Library, and Academic Affairs Administrative Support.

This Program Contains the following Subprograms:

- ▶ **New College of Interdisciplinary Arts and Sciences**
- ▶ **College of Teacher Education and Leadership**
- ▶ **College of Human Services**
- ▶ **School of Global Management and Leadership**
- ▶ **Library**
- ▶ **Academic Affairs Administrative Support**

	(Thousands)			Graduate minority students enrolled	13	13	15	20
Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est					
General Funds	22,036.3	24,192.5	28,388.8					
Other Appropriated Funds	17,366.1	20,047.3	20,205.9					
Other Non Appropriated Funds	3,127.6	3,206.9	3,351.6					
Federal Funds	1,273.0	1,400.2	1,540.3					
Program total	43,803.0	48,846.9	53,486.6					
FTE Positions	560.2	592.9	613.7					

AWA 1.2 **Subprogram Summary**
COLLEGE OF TEACHER EDUCATION AND LEADERSHIP
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:
To prepare excellent teachers and educational leaders for Arizona's children; provide practicing educators with opportunities for lifelong learning and professional growth; expand and enrich professional knowledge through research and scholarly activities; and, contribute to the growth and development of the West Valley communities through service activities and partnerships.

Description:
 Working through partnerships with West-side school districts and other constituencies, the College of Teacher Education and Leadership engages in a variety of recruitment, preparation, and retention initiatives to develop highly qualified educators who serve P-K students. The college offers programs that emphasize practical applications based on the latest research and proven practice. Undergraduate programs lead to initial certification of elementary, secondary, and special education teachers. Graduate programs lead to master's degrees in educational administration, elementary education, secondary education, and special education.

AWA 1.1 **Subprogram Summary**
NEW COLLEGE OF INTERDISCIPLINARY ARTS AND SCIENCES
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:
To offer academic programs that prepare students to take their place as active participants in a rapidly changing social, political, and natural environment. These programs seek to provide students with: the skills necessary for independent thinking and effective expression; an understanding and appreciation of diverse cultures both past and present; a sensitivity to the aesthetic dimensions of human endeavor and the natural environment; and an appreciation and understanding of scientific perspectives and methods as tools for understanding nature and society.

Description:
 The New College of Interdisciplinary Arts and Sciences is organized into six interdisciplinary programs: Language, Cultures and History; Integrative Studies; Interdisciplinary Arts and Performance; Integrated Natural Sciences; Social and Behavioral Sciences, and Women's Studies. The faculties of each of these programs contribute both interdisciplinary and disciplinary course to the general education and major programs of all ASU at the West campus students.

	(Thousands)		
Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,466.2	4,408.4	5,776.8
Other Appropriated Funds	5,315.5	6,366.8	6,421.6
Other Non Appropriated Funds	957.5	981.8	1,026.1
Federal Funds	0.0	0.0	0.0
Program total	10,739.2	11,757.0	13,224.5
FTE Positions	159.4	172.4	179.6

	(Thousands)		
Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,683.0	2,656.7	3,478.7
Other Appropriated Funds	3,193.3	3,836.9	3,866.9
Other Non Appropriated Funds	964.4	988.9	1,033.4
Federal Funds	826.4	909.0	1,000.0
Program total	7,667.1	8,391.5	9,379.0
FTE Positions	104.2	112.3	117.4

◆ **Goal 1** To increase the number of students enrolled in undergraduate programs designed for learning and increasing the student's ability to apply new knowledge and critical and artistic perspectives in their careers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Undergraduate student headcount	1,912	1,389	1,520	1,600
Undergraduate minority students enrolled	425	433	450	475
Undergraduate students in University-College center courses	492	347	300	300

◆ **Goal 1** To increase the number of students enrolled in undergraduate programs that provide students with knowledge, skills, and technical competencies for citizenship, leadership, and successful careers in the community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Undergraduate student headcount	1,078	1,074	1,125	1,150
Undergraduate minority students enrolled	266	265	275	290

◆ **Goal 2** To increase the number of students enrolled in graduate programs that provide students with knowledge, skills, and technical competencies for citizenship, leadership, and successful careers in the community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Graduate student headcount	438	394	350	400
Graduate minority students enrolled	70	60	60	65

◆ **Goal 2** To increase the number of students enrolled in graduate programs that provide students with knowledge, skills, and technical competencies for citizenship, leadership, and successful careers in the community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Graduate student headcount	74	62	60	60

AWA 1.3	Subprogram Summary COLLEGE OF HUMAN SERVICES
Melinda Gebel, Director, Institutional Analysis	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To provide undergraduate and graduate education that promotes community development guided by principles and values of diversity, self-determination, and respect for personal and collective well-being while contributing to the development of leadership and careers that promote human and social welfare.

Description:

The College of Human Services offers undergraduate programs that emphasize the integration of a comprehensive set of skills and knowledge in several areas: Communication Studies, Criminal Justice and Criminology, Recreation and Tourism Management, Social Work, Gerontology (a University-wide post baccalaureate/certificate program), and a hosted ASU at the Tempe campus Nursing program. The College of Human Services offers graduate programs in Communication Studies, Criminal Justice, and Social Work.

Funding and FTE

(Thousands)			
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,016.5	2,957.6	3,877.7
Other Appropriated Funds	3,590.3	4,271.5	4,310.4
Other Non Appropriated Funds	409.1	419.5	438.5
Federal Funds	446.6	491.2	540.3
Program total	7,462.5	8,139.8	9,166.9
FTE Positions	107.6	115.4	120.6

◆ **Goal 1** To increase the number of students enrolled in undergraduate programs that provide students with knowledge, skills, and technical competencies for citizenship, leadership, and successful careers in the community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Undergraduate student headcount	922	1,036	1,050	1,100
Undergraduate minority students enrolled	289	308	315	325

◆ **Goal 2** To increase the number of students enrolled in graduate programs that provide students with knowledge, skills, and technical competencies for citizenship, leadership, and successful careers in the community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Graduate student headcount	276	230	240	250
Graduate minority students enrolled	91	72	75	80

AWA 1.4	Subprogram Summary SCHOOL OF GLOBAL MANAGEMENT AND LEADERSHIP
Melinda Gebel, Director, Institutional Analysis	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To be internationally recognized for teaching and scholarly accomplishments in the areas of leadership and global management, focusing on the preparation of leaders who can effectively operate anywhere with partners across the globe.

Description:

The School of Global Management and Leadership offers a Masters of Business Administration program for working professionals; an undergraduate program that emphasizes the integration of a comprehensive set of management skills and knowledge; and, an accounting program for undergraduate majors, post-baccalaureate students, and working professionals.

Funding and FTE

(Thousands)			
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,081.1	2,750.2	3,604.7
Other Appropriated Funds	3,667.0	3,972.1	4,007.0
Other Non Appropriated Funds	689.1	706.5	738.4
Federal Funds	0.0	0.0	0.0
Program total	7,437.2	7,428.8	8,350.1
FTE Positions	77.8	79.2	82.6

◆ **Goal 1** To increase the number of students enrolled in undergraduate programs that are responsive to the educational needs of working professionals.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Undergraduate student headcount	1,230	1,228	1,275	1,300
Undergraduate minority students enrolled	371	375	385	400

◆ **Goal 2** To increase the number of students enrolled in the M.B.A. program that is responsive to the corporate needs of the community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Graduate student headcount	463	408	300	300
Graduate minority students enrolled	70	78	75	75

AWA 1.5	Subprogram Summary LIBRARY
Melinda Gebel, Director, Institutional Analysis	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To serve as a center at ASU at the West campus for those who learn, those who teach and those who create, providing: access to information and scholarly resources; a knowledgeable, service-oriented, learner-centered staff; a place that encourages awareness, discovery and dialogue; and, support and guidance for building lifelong information competence and critical thinking skills.

Description:

The ASU at the West campus Library supports the information needs of students and faculty by providing information resources on site and access to other sources of information; providing services that enable users to define their information needs and identify, obtain, evaluate, synthesize and apply information relevant to their needs; and partnering with faculty and academic support services to educate students.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,951.6	3,968.4	4,067.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5.6	5.7	6.0
Federal Funds	0.0	0.0	0.0
Program total	3,957.2	3,974.1	4,073.2
FTE Positions	51.3	51.3	51.3

◆ **Goal 1** To develop a cohesive and integrated tiered reference/research support service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Library volumes	333,000	335,000	338,000	340,000
Library volumes purchased	7,221	7,021	7,000	7,500
Serial subscriptions	2,461	2,453	2,500	2,500
Electronic subscriptions	7,874	7,682	8,000	8,200
Microforms (in thousands)	1,530	1,560	1,570	1,580
Items loaned	20,000	22,000	22,000	22,000
Items borrowed	6,700	6,800	6,800	7,000
Items checked out	130,000	120,500	125,000	130,000
Pages printed from electronic resources (in thousands)	644	651	650	700
Library home page hits (in thousands)	667	585	600	650

AWA 1.6	Subprogram Summary ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT
Melinda Gebel, Director, Institutional Analysis	
Phone: (480) 965-2318	
4837.9	

Mission:

To provide an institutional structure that promotes the offering of services and programs to students, faculty, and staff in support of the instructional, research, and service mission of ASU at the West campus.

Description:

Academic Affairs Administrative Support serves the instructional, research, and service activities of the campus. Specific activities include curriculum development and documentation, facilitating assessment of curricula, budgeting, institutional planning and research, faculty development in areas related to research and teaching, promoting faculty linkages to external funding, providing research opportunities for students, encouraging collaborative models of instruction, and administering campus-based internal grants.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,837.9	7,451.2	7,583.7
Other Appropriated Funds	1,600.0	1,600.0	1,600.0
Other Non Appropriated Funds	101.9	104.5	109.2
Federal Funds	0.0	0.0	0.0
Program total	6,539.8	9,155.7	9,292.9
FTE Positions	59.9	62.2	62.2

◆ **Goal 1** To provide a variety of research related opportunities for both faculty and students so that they can improve their teaching and research activity skills.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Externally funded research and creative activity awards (in thousands of dollars)	2,175	5,741	4,500	4,500
Students graduating with research-related courses	1,406	1,406	1,425	1,450
Percent of undergraduate students participating in internships and field experiences	42	41	42	43
Percent of undergraduate students with a research related or capstone experience	95	92	93	94
Percent of graduating seniors who rate their overall university experience as good or excellent	98	96	96	96
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	71	67	67	68
Number of degrees granted	1,743	1,769	1,800	1,850
Number of Bachelors degrees granted	1,422	1,486	1,500	1,525
Number of Masters degrees granted	321	283	300	325
Fall semester enrollment (full-time equivalent)	5,616	5,948	6,300	6,500

AWA 2.0

Program Summary
STUDENT AFFAIRS

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To assess and respond to the enrollment, support, and development needs of students and to contribute to the learner-centered environment of ASU at the West campus.

Description:

Student Affairs offers comprehensive services for enrollment support and student development.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,075.3	5,082.8	5,214.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,342.2	7,559.1	7,900.7
Federal Funds	774.0	851.4	936.5
Program total	11,191.5	13,493.3	14,051.4
FTE Positions	72.0	78.0	79.0

◆ **Goal 1** To recruit and enroll academically eligible undergraduate students.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
First-time undergraduate admissions applications	2,152	805	1,350	1,500
First-time undergraduate students admitted	1,602	755	850	1,000
First-time undergraduate students enrolled	1,076	396	450	500

◆ **Goal 2** To make student financial assistance readily available for need-based and other targeted populations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Scholarships (in thousands of dollars)	2,312	2,328	3,966	5,055
Grants (in thousands of dollars)	6,020	10,628	10,949	11,275
Loans (in thousands of dollars)	22,156	32,538	33,514	34,520
Employment (in thousands of dollars)	1,728	1,448	1,491	1,536

◆ **Goal 3** To retain students and help them graduate.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of first-time, full-time, degree-seeking undergraduate students persisting after one year	73	74	76	77
Percent of first-time, full-time, upper-division, degree-seeking undergraduate students graduating in four years	82	87	87	88
Undergraduate students graduated in an academic year	1,422	1,486	1,500	1,525
Graduate students graduated in an academic year	321	283	300	325

AWA 3.0

Program Summary
ADMINISTRATIVE SERVICES

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To support and facilitate the pursuit of the campus mission of teaching, research, and public service by providing coordinated, customer-focused, cost-effective, and innovative services.

Description:

Administrative Services provides support services in six areas: information technology, facilities development and management, public safety, financial accounting and support services, human resource management services, and auxiliary service operations.

This Program Contains the following Subprograms:

- ▶ **Business/Financial Services and Human Resources**
- ▶ **Plant and Safety Services**
- ▶ **Information Technology**
- ▶ **Administrative Services Support**

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	12,688.2	13,416.9	13,739.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	827.0	848.0	886.4
Federal Funds	0.0	0.0	0.0
Program total	13,515.2	14,264.9	14,625.8
FTE Positions	174.4	178.7	179.2

AWA 3.1

Subprogram Summary

BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To provide coordinated, customer-focused, cost-effective, and innovative services in the areas of financial and human resource services.

Description:

Financial management and human resource management provide support services, including human resource functions (e.g., employment, benefits, payroll, records, compensation, and classification) and business functions (e.g., accounting services, procurement, property control, special events, scheduling, parking administration, mail, copy, fleet, and contracted services).

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,970.8	2,060.0	2,132.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	586.2	601.1	628.3
Federal Funds	0.0	0.0	0.0
Program total	3,557.0	2,661.1	2,760.4
FTE Positions	44.8	46.0	46.5

◆ **Goal 1** To provide the campus community with administrative services

that foster a responsive, friendly service orientation.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
State operating budget departments	144	117	118	120
Active accounts	509	542	550	560
Administration as a percent of total cost	4.1	4.28	4.20	3.91

◆ **Goal 2** To provide comprehensive human resource services to the campus community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Participants in human resource training	142	399	385	393
Job applications processed	3,705	2,306	2,911	2,969
Positions filled	75	203	186	189
Percent of agency staff turnover (classified staff only)	13.4	17.1	17	17

AWA 3.2

Subprogram Summary
PLANT AND SAFETY SERVICES

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To provide for the planning, construction, and management of facilities and to provide a safe and secure environment where teaching and learning can take place.

Description:

Facilities Development and Management maintains the physical and environmental appearance of the campus. The Department of Public Safety provides police and public safety services.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,042.2	6,172.7	6,324.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	51.0	52.3	54.7
Federal Funds	0.0	0.0	0.0
Program total	6,093.2	6,225.0	6,379.3
FTE Positions	89.9	92.0	92.0

◆ **Goal 1** To provide a safe environment for students, staff, faculty, and visitors to ASU at the West Campus.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Crime reports	171	205	220	235
Moving vehicle citations	44	51	60	70
Citizen assists	3,200	3,165	3,900	4,000

AWA 3.3

Subprogram Summary
INFORMATION TECHNOLOGY

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To facilitate and promote the use of informational and instructional technology for student development, faculty and curricular support, and effective business processes.

Description:

Information Technology is the central ASU at the West campus support organization for academic and administrative computing, including media, voice, video, and data communication.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,867.5	2,602.8	2,691.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,867.5	2,602.8	2,691.0
FTE Positions	36.6	37.6	37.6

◆ **Goal 1** To improve technology equipment access, training, and support for faculty, staff, and students.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Ethernet connections available for students	1,671	2,432	4,240	4,240
Computer workstations available for student use	613	674	766	766
Percent of employees satisfied with in-office computer setup, consulting, and problem resolution	91	91	92	92
Percent of employees satisfied with computer training and education services	79	79	83	83
Number of mediated classrooms	67	70	70	70

AWA 3.4

Subprogram Summary
ADMINISTRATIVE SERVICES SUPPORT

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To support and facilitate the implementation of administrative services that are responsive, efficient, and productive in support of the campus mission of teaching, research, and public service.

Description:

Administrative services support guides campus efforts to respond to academic needs through the implementation of continuous improvement initiatives among all campus administrative services.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	807.7	2,581.4	2,591.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	189.8	194.6	203.4
Federal Funds	0.0	0.0	0.0
Program total	997.5	2,776.0	2,795.1
FTE Positions	3.1	3.2	3.2

academic programs and services.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Dollars raised from annual fund drive (in thousands of dollars)	358	342	360	360
Dollars raised from major gifts (in thousands of dollars)	267	370	350	380



◆ **Goal 1** To improve support for students, faculty, and staff and the mission of the campus.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of users satisfied with services	90	90	90	90

AWA 4.0	<p>Program Summary PUBLIC AFFAIRS</p> <p>Melinda Gebel, Director, Institutional Analysis Phone: (480) 965-2318 A.R.S. § 15-1601</p>
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Mission:

To build support for ASU at the West campus by developing long-term relationships with alumni, donors, elected officials, community leaders, the media, and communities at large, while demonstrating the highest ethical and professional standards.

Description:

Public Affairs is responsible for connecting ASU at the West campus with its constituencies and promoting and enhancing the campus image to internal (students, faculty and staff) and external (community) publics. Public Affairs manages alumni and community relations, development, marketing, public relations, public events and convocation, and volunteer services.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,523.3	1,339.8	1,385.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	32.0	32.8	34.3
Federal Funds	0.0	0.0	0.0
Program total	1,555.3	1,372.6	1,420.0
FTE Positions	21.2	18.4	18.4

◆ **Goal 1** To increase awareness about ASU at the West campus through local, national, and broadcast outlets.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Media placements	779	695	800	800

◆ **Goal 2** To inform the general public about academic programs and services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
ASU at the West campus alumni paid members	405	480	489	537
ASU at the West campus alumni at scheduled alumni events	n/a	550	450	570
Contacts with West Valley cities and elected officials	n/a	32	39	44

◆ **Goal 3** To raise private funds to support ASU at the West campus

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

Mission:

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

Description:

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

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

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ LEGAL SERVICES	60,789.8	65,564.1	65,673.4
➤ CENTRAL ADMINISTRATION	14,127.6	14,760.7	14,817.9
Agency Total	74,917.4	80,324.8	80,491.3

**Funding and FTE
Summary:**

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	23,401.2	25,037.5	26,056.8
Other Appropriated Funds	26,837.8	30,321.5	29,601.2
Other Non Appropriated Funds	24,678.4	24,965.8	24,833.3
Federal Funds	0.0	0.0	0.0
Program total	74,917.4	80,324.8	80,491.3
FTE Positions	776.3	733.0	733.0

Strategic Issues:

Issue 1 Technological Development

The primary area of technological development to keep the Office competitive and productive is the installation of a state-of-the-art law office automation package. This will allow the consolidation of approximately 80 independent databases into a single relational database, thereby eliminating duplication of entry and enabling increased productivity and user satisfaction through integration. This system will have the capability to customize the input, view, and output of data by Section without the need for custom programming. It will also provide for firewalls to prevent unauthorized user access to particular data elements. The system will include a variety of sub-systems such as Conflict of Interest Checking, Common Word Processor, Document Management, Docketing/Calendaring, Timekeeping, Litigation Support, Case Management, Victims' Rights Services, and Collections.

AGA 1.0	Program Summary
LEGAL SERVICES	
Richard Travis, Director of Communications & Legislative Affairs	
Phone: (602) 542-7922	
A.R.S. § 41-191	

Mission:

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

Description:

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

This Program Contains the following Subprograms:

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

**Funding and FTE
Summary:**

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	15,472.6	16,575.8	17,537.9
Other Appropriated Funds	26,599.4	30,058.5	29,338.2
Other Non Appropriated Funds	18,717.8	18,929.8	18,797.3
Federal Funds	0.0	0.0	0.0
Program total	60,789.8	65,564.1	65,673.4
FTE Positions	676.3	632.7	632.7

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

Mission:

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

Description:

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

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,955.4	3,236.8	3,265.8
Other Appropriated Funds	5,037.3	5,295.4	4,575.1
Other Non Appropriated Funds	1,942.8	1,761.8	1,761.8
Federal Funds	0.0	0.0	0.0
Program total	9,935.5	10,294.0	9,602.7
FTE Positions	116.7	112.2	112.2

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

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Complaints opened	17,134	24,811	25,000	25,100
Explanation: Increase was due to the availability of an on-line complaint form and additional programs that were implemented to educate consumers about scams.				
Complaints closed	29,168	24,065	25,000	25,000
Explanation: Decrease is due to cases remaining open longer while attempting to resolve the complaint and investigate the allegations.				
Telephone calls received from the public	65,354	56,279	57,000	57,000
Explanation: Decrease is due to the availability of consumer information on the web site.				

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

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Civil cases/investigations opened	100	101	110	110
Judgments	15	18	20	25

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

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Civil advice and litigation files open	861	794	800	815
Cases resolved within the year	378	237	260	265
Explanation: Decrease reflects attorneys litigating exceptionally large cases.				
Hours spent on matters reviewed but not opened	8,191	8,162	8,170	8,200
Administrative hearings set	203	260	215	218
Explanation: Changes in one program and the addition of a new program resulted in additional administrative appeals being filed with the client agency.				

	17	13	17	20
Summary and trial judgments	17	13	17	20
Explanation: Decrease reflects attorneys litigating exceptionally large cases.				
◆ Goal 4	To provide quality legal representation to state agencies, assisting them in regulating the real estate, banking and insurance industries.			
Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Cases opened	239	328	330	335
Explanation: Increase was due to the fact that all of the attorney positions in the unit were filled for most of the year.				
Enforcement and regulatory matters handled for agency clients	232	269	270	280
Explanation: Increase was due to all the attorney positions in the unit being filled for most of the year.				

◆ **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 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Youth compliance checks conducted	1,296	1,766	1,800	1,800
Explanation: Increase is due to the fact that additional investigators were hired.				
Escrow and Directory Statute compliance and enforcement matters	114	103	105	110
Explanation: Fewer lawsuits were filed because of better compliance by the non-participating manufacturers.				

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

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Complaints received	1,470	131	300	300
Explanation: Decrease due to lack of major issues or problems relating to gasoline availability or pricing.				
Restitution ordered for Arizona consumers in antitrust cases (\$ dollars)	1,869,063	3,000,000	500,000	500,000
Explanation: Increase due to the settlement of the case against El Paso Gas.				

AGA 1.2 **Subprogram Summary**
CIVIL RIGHTS DIVISION
 Virginia Herrera-Gonzales, 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 and greater access to victims, and by providing dispute resolution services for the people of Arizona.

Description:

The Division's major duty is to enforce state and federal 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 and community service access. It also conducts surveys and inquiries in efforts to eliminate discrimination and publishes 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,593.3	1,488.5	1,569.3
Other Appropriated Funds	94.0	95.1	95.1
Other Non Appropriated Funds	694.4	765.0	765.0
Federal Funds	0.0	0.0	0.0
Program total	2,381.7	2,348.6	2,429.4
FTE Positions	42.6	36.3	36.3

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

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of cases investigated	1,450	1,512	1,520	1,560
Number of cases resolved	852	1,052	925	950
Explanation: The increase in FY2005 reflects a one-time spike due to the Division having concentrated on resolving all its aged cases during that year.				
Percentage of cases resolved using voluntary settlement agreements	13.00	10.60	12.00	13.00
Explanation: The voluntary settlement agreement percentage is lower because the total number of cases resolved in FY2005 was 200 higher than in FY2004, while the total number of settlement agreements was the same in both FY2004 and FY2005.				

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

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of lawsuits	4	17	25	30
Number of cases resolved	15	17	25	30
Explanation: Includes four (4) post-cause finding agreements.				
Average number of months to resolve	13	10.8	12	12
Percentage of cases resolved using voluntary settlement agreements	86.6	88.0	75.0	75.0

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

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of mediations referred	1,074	601	650	700
Explanation: FY2005 actual figures reflect only Civil Rights Division mediations, not other mediations the staff coordinates for the courts or other community programs. FY2005 estimate included all mediation referrals.				
Number of Civil Rights cases mediated	n/a	234	275	300
Explanation: Excludes other mediations coordinated for the courts or other community programs.				
Maintain satisfaction rate of participants above 90 percent	99	96	97	98
Explanation: Results are based on the percentage of mediation participants who answered 'yes' to the question on the participant survey, "Would you recommend mediation to others?"				

◆ **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 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of people assisted through litigation	1,141	300	400	500
Explanation: This is an approximate number since virtually every case resolution involves future injunctive and training relief that will benefit future tenants, employees, and persons seeking access to public accommodations.				
Approximate number of people reached through presentation and training	3,500	3,500	4,000	4,000
Explanation: Figures are approximate in nature in that they reflect large groups of people at public events.				

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 aggressively and fairly 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:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,136.8	6,536.7	6,858.5
Other Appropriated Funds	4,344.6	4,999.1	4,999.1
Other Non Appropriated Funds	16,045.4	16,369.4	16,236.9
Federal Funds	0.0	0.0	0.0
Program total	26,526.8	27,905.2	28,094.5
FTE Positions	202.4	179.1	179.1

◆ **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 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Death penalty cases open	129	109	125	140
Percentage of death penalty sentences affirmed by the Arizona Supreme Court	7	57	90	90
Number of briefs, habeas answers, petitions for review and responses to petitions for review filed	807	899	944	991

◆ **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 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Cases open	1,500	1,660	1,743	1,830
Number of defendants charged	1,222	1,348	1,415	1,486
Forfeiture cases opened	115	202	200	200
Amount forfeited to State (\$ millions)	3.2	7.6	7.5	7.5
Explanation: FY2005 increase results from sweeping warrants conducted by the Financial Remedies Section.				

◆ **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 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Cases open	1,190	1,253	1,315	1,380
Total number of victims	18,382	17,255	18,117	19,022

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Restitution ordered by the courts (\$ millions)	79.2	9.3	8.5	8.5
County Attorney conflict of interest referrals	173	150	150	150

◆ **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.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of victims served	8,471	9,647	9,000	9,000
Number of trainings and presentations given	39	32	35	35

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Open cases	509	558	571	586
Law enforcement assists	778	825	845	866

AGA 1.4 **Subprogram Summary**
 CHILD AND FAMILY PROTECTION DIVISION
 Sharon Sergent, Division Chief Counsel
 Phone: (602) 542-1645
 A.R.S. § 41-191

Mission:

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

Description:

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

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

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

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

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

Funding and FTE

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	219.6	150.0	150.0
Other Non Appropriated Funds	34.4	32.8	32.8
Federal Funds	0.0	0.0	0.0
Program total	254.0	182.8	182.8
FTE Positions	0.4	0.4	0.4

◆ **Goal 1** To assist the Department of Economic Security 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of dependencies filed by DES (including supplemental and in-home petitions)	3,102	3,497	3,600	3,800
Number of preliminary protective hearings within five to seven days of filing initial dependency petition	3,035	3,273	3,400	3,600

◆ **Goal 2** To assist the Department of Economic Security 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of hearings held to establish a permanent plan within 12 months	2,547	3,157	3,300	3,500
Explanation: Increase in FY2005 Actual is due to a 12.73% increase in total dependency filings during the same period.				
Number of reunifications achieved (child back with parents)	1,849	1,942	2,100	2,200
Number of guardianships achieved (child placed with guardian)	350	403	450	500
Number of terminations achieved (child removed from parents)	705	757	800	850

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of court ordered cases ratio required	62.08	69.5	70.0	72.0

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of children with paternity established	3,982	4,739	4,800	4,500

Explanation: Increase due to focus by DES on paternity establishment.

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Administrative, Civil and Appellate litigation resolved	827	762	750	750
Civil Collection litigation resolved	n/a	318	350	350
Criminal prosecutions completed successfully	247	282	300	300

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Civil judgments (\$)	432,006	481,026	500,000	500,000

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Garnishment funds received (\$)	233,817	180,479	250,000	250,000
Explanation: Decrease in FY2005 reflects a decrease in caseload for garnishments due to the merger of OARC and UIB. Estimates for FY2006 and FY2007 reflect recent increase in caseload.				
Criminal restitution ordered (\$)	737,369	713,761	750,000	800,000
Criminal restitution received prior to sentencing (\$)	247,914	383,908	350,000	350,000

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Hours of counsel and advice	22,079	22,224	22,000	22,000
Explanation: Reflects general counsel and advice and does not include advice provided on litigation.				

AGA 1.5

Subprogram Summary
CIVIL DIVISION

Pam Culwell, Division Chief Counsel
Phone: (602) 542-7682
A.R.S. § 41-191

Mission:

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

Description:

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

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,787.1	5,313.8	5,844.3
Other Appropriated Funds	16,903.9	19,518.9	19,518.9
Other Non Appropriated Funds	0.8	0.8	0.8
Federal Funds	0.0	0.0	0.0
Program total	21,691.8	24,833.5	25,364.0
FTE Positions	314.2	304.7	304.7

◆ **Goal 1** To collect debts owed to the State sufficient to pay Bankruptcy and Collection Enforcement operations, all Collection Enforcement Revolving Fund authorized positions (23), and to revert excess monies to the State General Fund.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Dollars collected (in thousands)	12,800	10,673	14,700	15,400
Explanation: Debts recovered on behalf of the State in FY2005 fell short of estimates due to a significant decrease in referrals from the Department of Revenue and a significant decrease (approximately 33% in FY2004) in Chapter 11 bankruptcy filings in Arizona. This year's revenue collections from DOR accounted for only 42% of our gross collections, whereas in the prior year it had accounted for approximately 66%.				

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Amounts recovered, generated, and/or saved (in millions of dollars)	142.8	228.2	300.0	350.0
Explanation: Increase in FY2005 due to unprecedented year in land sales and spirited bidding at the auctions.				

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average months in suit: per tort lawsuit - AAG	16	18	19	19
Average months in suit: per tort lawsuit - OSC	50	39	39	39
Average billable hours: per tort lawsuit - AAG	207	229	235	235
Average billable hours: per tort lawsuit - OSC	1,028	486	525	535
Explanation: Does not include Alt Fuel cases.				
Average billable rate: per tort lawsuit - AAG	81	80	87	87
Average billable rate: per tort lawsuit - OSC	141	144	150	150
Average months in suit: per employment lawsuit - AAG	21	21	21	21
Average months in suit: per employment lawsuit - OSC	27	34	34	34
Average billable hours: per employment lawsuit - AAG	109	355	350	350
Explanation: Increase in FY2005 reflects the complexity of certain cases, one of which had over 2,000 billable hours and several others in excess of 1,000 hours each.				
Average billable hours: per employment lawsuit - OSC	318	384	390	390
Average billable rate: per employment lawsuit - AAG	92	89	92	96
Average billable rate: per employment lawsuit - OSC	146	139	145	155

AGA 2.0

Program Summary
CENTRAL ADMINISTRATION

Richard Travis, Director of Communications & Legislative Affairs
Phone: (602) 542-7922
A.R.S. § 41-191

Mission:

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

Description:

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

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	7,928.6	8,461.7	8,518.9
Other Appropriated Funds	238.4	263.0	263.0
Other Non Appropriated Funds	5,960.6	6,036.0	6,036.0
Federal Funds	0.0	0.0	0.0
Program total	14,127.6	14,760.7	14,817.9
FTE Positions	100.0	100.3	100.3

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Administrative costs as a % of total costs	6.6	6.5	6.6	6.6

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction rating for client agencies (scale of 1 to 8, with 8 the highest)	7.20	7.02	7.20	7.20

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Days to respond to a request for a legal opinion	73	39	60	60

Explanation: FY2005 actual reflects high number of same-day and one-day turnarounds.

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of agency staff turnover	17.60	18.19	18.50	18.50

Explanation: Turnover is expected to increase in FY2006 without an all employee pay raise. The adoption of a raise will help maintain a well-trained and dedicated workforce.



AUA 0.0

Agency Summary
OFFICE OF THE AUDITOR GENERAL

Debbie Davenport, Auditor General
Phone: (602) 553-0333
A.R.S. § 41-1279

Percentage of single audit recommendations implemented or adopted within one year for financial audits	52	31	65	65
Percentage of legislative recommendations implemented or adopted within two years	71	50	60	60
Customer satisfaction rating (scale of 1 to 4)	n/a	3.4	NA	3

Mission:

To independently provide the Legislature, government decision-makers, and the public with impartial, relevant information, specific recommendations, and technical assistance to improve state and local government operations.

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. Effective July 1, 2001, the Legislature established an audit team to conduct performance audits of school districts and monitor the percentage of dollars spent in the classroom.

◆ **Goal 3** To attract, retain and manage our human resources to effectively achieve our mission.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of staff turnover	18	17.4	27	27
Percentage of time operating division staff spend on projects that are directly productive to the Office mission	74.8	75	75	75

◆ **Goal 4** To maximize employee proficiency by providing technology, training, and developmental opportunities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Administration as a percentage of total costs	8	6.3	8	8



Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	11,341.6	12,949.3	14,800.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,275.3	1,276.1	1,276.1
Federal Funds	0.0	0.0	0.0
Program total	12,616.9	14,225.4	16,076.6
FTE Positions	199.4	204.4	206.4

Strategic Issues:

Issue 1 To identify future workforce skills.

A knowledge-based economy and an ever-increasing trend toward globalization are changing the skills needed for success in the labor force. A competent and skilled workforce is integral to the Office's success in achieving our mission. Therefore, our agency will research, evaluate, and identify the knowledge, skills, and abilities our workforce should possess in FY 2009.

Issue 2 To study and prepare for identified emerging issues.

Identifying and understanding emerging issues and their potential impact is critical in a changing world. The identified issues include such items as e-government, innovative technology in auditing, changes in standards, paperless audits, and continuous auditing. These issues will be studied and prioritized, and an action plan developed.

◆ **Goal 1** To provide high-quality relevant information in a timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of single audit reports accepted by cognizant agency	100	100	100	100
Percentage of imposed deadlines met	88	86	100	100
External quality control review resulted in clean opinion (triennial review)	N/A	Yes	N/A	N/a

◆ **Goal 2** To ensure the impact of our products through effective continued communication with stakeholders.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of administrative recommendations implemented or adopted within two years for performance audits	95	93	90	90
Customer satisfaction rating (scale of 1 to 8)	NA	NA	NA	NA

ATA 0.0

Agency Summary
AUTO THEFT AUTHORITY

Brian Salata, Interim Executive Director
Phone: (602) 364-2886
A.R.S. § 41-3451

Mission:

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

Description:

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

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,547.5	4,982.3	4,848.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	4,547.5	4,982.3	4,848.1
FTE Positions	5.0	6.0	6.0

Strategic Issues:

Issue 1 *The Arizona Automobile Theft Authority will expand its statewide programs in 2004/2005.*

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

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

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

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of research projects conducted	3	2	3	3
Number of research projects commissioned	1	2	1	0

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

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
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Number of vehicles stolen statewide (calendar year)	55,306	n/a	55,000	54,000
Number of 2004 vehicle thefts not yet available				
Number of vehicle theft rate statewide (# per 100,000 population)	962.9	n/a	960	950

Explanation: FY 2004 actual is not available because data is collected on a calendar year basis using data provided by the FBI Unified Crime Report and is not available until October of the following calendar year.

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

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of Task Force positions funded by AATA	44	43	43	45
Number of stolen vehicles recovered by Task Force	2,986	2,792	3,100	3,200
Value of stolen vehicles recovered by Task Force (in millions of dollars)	31.5	30.6	34.0	36.0
Number of felony arrests by Task Force	312	349	330	340
Number of "chop shops" investigated by Task Force	36	50	48	54
Number of insurance fraud investigations by Task Force	41	41	50	52
Number of training and investigative assistance provided by Task Force	1,157	1,209	1,250	1,300
Return on investment (for every dollar funded by the Arizona Auto Theft Authority amount recovered by Task Force)	12.63	13.07	13.00	13.25
Number of law enforcement grants awarded	21	25	27	30

◆ **Goal 4** To assure deterrence of vehicle theft and associated criminal activity through vigorous vertical prosecution.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of prosecutors funded by AATA	8	7	7	7
Number of participating counties	6	6	6	6
Number of vehicle theft cases filed	477	577	600	650
Number of convictions	422	489	500	550
Percent of convictions to cases closed	96	87	97	97
Amount of restitution ordered (in thousands of dollars)	1,631.3	1259	1,850.0	1,950.0
Number of training sessions provided	7	10	10	10

◆ **Goal 5** To provide community education and enhance public awareness to reduce victimization of vehicle theft and related criminal activity.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of PACE grants to criminal justice agencies	19	23	24	25
Number of PACE (Public Awareness and Community Education) events statewide	408	491	515	545
Number of PACE events sponsored by AATA	58	80	65	70
Number of PACE events sponsored by AATA grantee agencies	350	571	450	475
Number of AATA published brochures distributed	2,225,000	2,275,000	2,325,000	2,400,000
Estimated media exposures (in millions)	19.0	26.0	30.0	35.0
Number of Watch Your Car enrollments	65,000	89,000	115,000	140,000

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

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of professional training grants awarded to agencies	18	25	18	25

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Number of criminal justice personnel benefiting	25	78	25	75
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◆ **Goal 7** To maximize effectiveness, efficiency and customer satisfaction of the Agency.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Ratio of administrative costs as a percent of total expenditures	8.70	7.14	7.17	6.94
Number of grant agency compliance audits	3	3	6	6
Customer satisfaction rating (scale of 1-3, 1 highest rating)	1	1	1	1
Number of site visits to grant agencies	16	16	20	20



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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	218.7	238.2	230.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	218.7	238.2	230.6
FTE Positions	3.0	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 estimates it will take two years to input all of the photos. In addition the Board will need to formulate a plan to replace photographs on a regular basis.

Issue 3 *Difficulty in meeting some of the legislative mandates in regard to timeframe rules.*

The Board needs additional funding to enact new rules to change the timeframe limitation from seven days to sixty days.

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of applications accepted for new barber/instructor examinations	400	499	576	691
Number of examinations for new barber/instructor failed	158	89	228	273
Percent of examinations for new barber/instructor failed	40	15	40	40
Number of applications for new barber/instructor licensees	455	350	551	606
Number of applications for new barber/instructor licenses rejected	147	0	178	196
Number of applications for new shop/school licenses	310	286	375	413
Number of applications for new shop/school licenses rejected	21	10	25	28

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of inspections conducted	1,043	1179	2,000	2,000
Percent of total inspections passed	83	67	90	90
Number of complaints received	350	350	350	350
Avg. calendar days from receipt of complaint to resolution	21	21	21	21

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of inspections resulting in disciplinary enforcement action	.2	1.3	5.0	5.0
Percent of inspections resulting in convictions	.2	.9	5.0	5.0
Number of licenses revoked or suspended	0	2	4	4
Percent of licensees with disciplinary action	.17	.2	.7	.75

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average number of calendar days from receipt of application to issuance or denial	2	1	7	7
Administrative cost as a percent of total cost	10	10	10	10
Number of barber/instructor and shops/schools licenses	5,742	6231	6,948	7,643
Percent of licensees reporting very good or excellent service	90	75	90	90



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

Average number of days to process verifications	5	8	14	14
Verifications received	2,729	2,727	2,800	2,800
Numbers of inspections/investigations	459	692	600	600
Average days to resolve a complaint	307	283	250	200
Number of complaints received about licensees	112	157	175	175
Customers satisfaction rating (scale 1- 8)	6.6	6.2	6	6

Mission:

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



Description:

The Board licenses and biennially renews licensure for 8,000 behavioral health professionals, which requires that these professionals meet minimum standards of education, experience, and competency as measured by examination. The Board also receives and investigates complaints, takes necessary disciplinary action, and responds to inquiries from consumers regarding the licensure status and complaint history of individual behavioral health professionals.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	795.5	1,402.6	1,259.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	795.5	1,402.6	1,259.8
FTE Positions	13.0	13.0	13.0

Strategic Issues:

Issue 1 *The Board has a significant backlog of complaints resulting from a large increase in the number of complaints received and investigations required in FY2003-2005.*

The Board fulfills its mission to protect the public by investigating and taking action on complaints filed against licensed professionals. The Board also conducts investigations regarding issues in an applicant's background with the potential to affect the applicant's ability to practice safely and competently. The Board also conducts investigations regarding allegations that individuals are practicing psychotherapy without a license. The Board has experienced a significant increase in the number of complaints received and investigations required in FY2003-2005. As a result, the Board currently has a large backlog of unprocessed complaints and investigations. The Board's complaint resolution times currently exceed 280 days. The Board's FY2006-2007 appropriation was increased to provide additional resources to allow the Board to eliminate the complaint and investigation backlog and reduce resolution times by the end of FY 2007.

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of application reviews completed within 180 days	99	99	95	95
Number of new and existing licenses issued	7,700	8,000	8,000	8,000
Administration as a percentage of total cost	8	10	10	10
Applications received	2,774	694	700	700
Individuals licensed	2,007	622	630	630
Renewals received	2,573	2,895	4,000	3,700
Average number of days to renew a license from receipt of application to issuance	20	38	30	30

DIA 0.0

Agency Summary
ARIZONA BIOMEDICAL RESEARCH COMMISSION

Dawn C. Schroeder, DDS, MA, Executive Director
Phone: (602) 542-1028
A.R.S. § 36-271-276

Mission:

To advance medical research within the state of Arizona.

Description:

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

Agency Summary:

	(\$ Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ DISEASE CONTROL RESEARCH PROGRAM	749.7	5,664.3	5,486.7
➤ HEALTH RESEARCH PROGRAM	11,332.6	13,148.1	13,310.6
Agency Total	12,082.3	18,812.4	18,797.3

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	12,082.3	18,812.4	18,797.3
Federal Funds	0.0	0.0	0.0
Program total	12,082.3	18,812.4	18,797.3
FTE Positions	6.0	6.0	6.0

Strategic Issues:

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

ADCRC is uniquely placed in the medical research community to provide gap funding to move Arizona's medical researchers to higher levels by encouraging inter-institutional collaborations and providing matching funds for equipment replacement. Providing Arizona researchers with state funding improves their competitiveness at the federal level.

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 Disease Control Research Program is funded by proceeds from lottery sales and tobacco tax (Medically Needy Account) revenue. Under this program, the Commission administers special projects including FY 2006 Alzheimer's disease research funding and the collaborative ABRC-Flinn Foundation Translational Research study.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	749.7	5,664.3	5,486.7
Federal Funds	0.0	0.0	0.0
Program total	749.7	5,664.3	5,486.7
FTE Positions	1.5	2.4	2.4

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

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of scientific articles published	0	0	1	3
Number of abstracts published	13	0	3	5

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

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of jointly funded projects with the non-profit and for-profit sectors	0	3	1	2

DIA 2.0

Program Summary
HEALTH RESEARCH PROGRAM

Dawn Schroeder, D.D.S., Executive Director
Phone: (602) 542-1028
A.R.S. § 36-275-276

Mission:

To advance medical research within the state of Arizona.

Description:

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

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,332.6	13,148.1	13,310.6
Federal Funds	0.0	0.0	0.0
Program total	11,332.6	13,148.1	13,310.6
FTE Positions	4.5	3.6	3.6

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of scientific articles published	64	48	65	65
Number of abstracts published	19	12	15	15

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of biannual workshop participants	175	n/a	200	200
Number of inter-institutional collaborative projects submitted as a function of the total number of proposals received*	58/117	63/147	65/150	65/150

Explanation: *NIH is funding inter-institutional collaborations through their Roadmap initiative.

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Numbers of Requests for Proposal (RFP) mailed	788	924	900	900



MMA 0.0
Agency Summary
 DEPARTMENT OF BUILDING AND FIRE SAFETY
 Eric Borg, Director
 Phone: (602) 364-1003
 A..R.S. § 41-2141

Mission:

To provide consumer protection and ensure the public safety by maintaining and enforcing standards of quality and safety for manufactured/mobile homes, factory-built buildings, and by reducing hazards to life and property through enforcement and training related to the State Fire Code.

Description:

The Department of Building and Fire Safety enforces safety standards for public buildings, manufactured homes, mobile homes, and factory-built buildings. The Department is comprised of the Office of Administration, the Office of Manufactured Housing, and the Office of the State Fire Marshal. The latter enforces the State Fire Code and provides training and education for fire personnel and the general public. The Office of Manufactured Housing licenses and regulates the production and ownership of manufactured housing; administers funds paid by manufacturers, mobile home park owners and residents; and administers funds reserved for claims filed against the payors or for involuntary relocation.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ADMINISTRATION	1,178.0	1,332.2	1,254.7
➤ MANUFACTURED HOUSING	4,305.9	1,150.7	1,141.8
➤ STATE FIRE MARSHAL	889.6	1,010.0	1,001.3
Agency Total	6,373.5	3,492.9	3,397.8

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,964.8	3,373.5	3,278.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,408.7	119.4	119.4
Federal Funds	0.0	0.0	0.0
Program total	6,373.5	3,492.9	3,397.8
FTE Positions	53.0	53.0	53.0

Strategic Issues:

Issue 1 Federal downsizing

Federal Downsizing, especially in the Housing and Urban Development Department (HUD) will require states to increase their role in the Manufactured Housing and Factory Built Building Industries.

Issue 2 Budget Reductions

As the Department's funding was reduced in FY2002 and FY2003, the Department will be strained to continue to provide services mandated by legislative, federal and local authorities.

Issue 3 Automation

As the rate at which automation improvements are implemented in the Information Age, combined with Agency staffing reductions, the Department will be required to address aging automated resources and implement new solutions to continue to provide the required level of service.

MMA 1.0
Program Summary
 ADMINISTRATION
 Shamway Lo, Assistant Director
 Phone: (602) 364-1003
 A.R.S. § 41-2171 to 41-2196

Mission:

To provide administrative services, licensing, and regulatory enforcement to the manufactured housing industry.

Description:

The purpose of the Office of Administration is to provide the administrative services necessary to facilitate the operation of the Office of Manufactured Housing and the Office of the State Fire Marshal, including procedures to ensure compliance with laws and rules relating to the offices. In addition, the program licenses and regulates manufactured housing businesses and individuals.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,087.4	1,228.8	1,151.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	90.6	103.4	103.4
Federal Funds	0.0	0.0	0.0
Program total	1,178.0	1,332.2	1,254.7
FTE Positions	16.0	16.0	16.0

◆ **Goal 1**

To be responsive and accurate in response to internal and external requests for administrative services.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Relocation Forms Received	156	135	135	135

◆ **Goal 2**

To expedite licensing of qualified applicants.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average days from receipt of application to granting of license	14	14	14	14
Total individuals or facilities licensed	2,171	1,988	2,000	2,100

◆ **Goal 3**

To rapidly and accurately investigate alleged illegal conduct within the manufactured housing industry.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total number of licenses revoked or suspended	216	121	130	130
Total investigations conducted	1,649	1,625	1,700	1,700
Percent of licensees with disciplinary action	10	9	9	9
Percent of investigations resulting in convictions	5	5	5	5
Percent of investigations resulting in disciplinary enforcement action	4	4	4	4
Citations and complaints issued	833	700	700	700

MMA 2.0

Program Summary
MANUFACTURED HOUSING

Larry Pointer, Assistant Director
Phone: (602) 364-1003
A.R.S. § 41-2151 to 41-2156

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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,009.5	1,149.7	1,140.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,296.4	1.0	1.0
Federal Funds	0.0	0.0	0.0
Program total	4,305.9	1,150.7	1,141.8
FTE Positions	22.0	22.0	22.0

◆ **Goal 1** To ensure safe products for consumers of manufactured/mobile homes and factory-built buildings.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total installation inspections	10,000	9723	10,500	10,500
Total complaints filed	261	280	260	260

MMA 3.0

Program Summary
STATE FIRE MARSHAL

Robert Barger, Assistant Director
Phone: (602) 364-1003
A.R.S. § 41-2161 to 41-2166

Mission:

To protect the public while reducing hazards to life and property through training and enforcement related to the State Fire Code.

Description:

The Office of the State Fire Marshal establishes a regularly scheduled fire safety inspection program for state- and county-owned buildings, public and private schools and other occupancies, as well as the review of plans and specifications for construction or remodeling. Training for firefighters is provided and other state agencies are assisted in enforcing Fire and Life Safety codes.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	867.9	995.0	986.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	21.7	15.0	15.0
Federal Funds	0.0	0.0	0.0
Program total	889.6	1,010.0	1,001.3
FTE Positions	15.0	15.0	15.0

◆ **Goal 1** To increase life safety and property conservation through fire code enforcement and firefighter training.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of firefighters participating in OFM training indicating that they received professional training	96	97	97	97
Number of enforcement inspections for new construction	1,586	1261	1,966	1,966
Number of persons trained in fire and life safety issues	1,000	850	2,600	2,600
Number of buildings inventoried	19,000	17,000	20,000	20,000
Percent of high priority buildings with inspections (priority 1 & 2)	97	90	98	98

◆ **Goal 2** To ensure public safety in the removal of petroleum tanks under DEQ requirements.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total tank inspections	248	238	200	150



CSA 0.0

Agency Summary
STATE BOARD FOR CHARTER SCHOOLS

Kristen Jordison, 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 grants charters to qualifying applicants and exercises general and specific supervision over the schools that it sponsors.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	691.5	734.1	712.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	691.5	734.1	712.7
FTE Positions	8.0	10.0	10.0

Strategic Issues:

Issue 1 Accountability Database System

As the Board looks forward it realizes that to maintain and enhance its effectiveness it must be provided some additional tools to effectively manage the volumes of information regarding a charter schools' performance and evolution over time. In order for the Board to make informed decisions about academic achievement, school effectiveness, and compliance with federal, state, and local laws and the charter contract the Board must be provided with not only current information but with a school's historical record. A accountability database system would enable the Board to track accountability information and allow data driven decisions to be made about charter schools that may, in some cases, need immediate attention and also provide a tracking system to evaluate a school's performance over time.

Issue 2 Oversight and Renewal

The Board strives to provide fair, clear, and consistent oversight of each charter school over the course of its fifteen-year contract. As the Board moves forward additional resources will be necessary to meet this goal. In addition to the database described the Board will need additional staffing resources.

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of sponsorship applications received	25	26	31	35
Explanation: This number reflects the total number of unique applications received.				
Number of sponsorship applications approved	12	12	22	25
Number of sponsored charters with one or more sites in operation	341	351	355	375
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	456	468	481	510
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 applications reviewed by technical review panel	n/a	17	27	30
Explanation: Number of applications that have been deemed administratively complete and are reviewed for substantive completeness by the technical review panel.				
Number of applications reviewed by staff for administrative completeness	n/a	31	50	55
Explanation: Applicants may submit an application more than once for review and technical assistance.				

◆ **Goal 2** To provide services to stakeholders.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of workshops conducted	9	19	20	20
Percent of charter school attendees satisfied with information workshop content	85	95	96	97
Customer satisfaction survey (Scale 1-8)	7.76	7.5	7.8	7.8
Number of information broadcast communications sent to charter representative via e-mail	n/a	73	85	90
Number of public meetings held	n/a	30	35	35

◆ **Goal 3** To provide necessary oversight of ASBCS sponsored charter schools.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of annual on-site monitoring visits	155	110	200	225
Number of corrective action plans mandated	73	137	150	165
Number of annual complaints regarding sponsored schools	126	155	160	160
Administration as a % of total cost	6.7	6.7	6.7	6.7
Number of contract amendments processed annually	n/a	356	375	400
Number of Consent/Settlement Agreements entered into	n/a	9	12	15
Number of Notices of Intents to Revoke issued	n/a	15	15	15
Number of disciplinary actions that resulted in withholding of funds	n/a	39	40	40
Explanation: Pursuant to A.R.S. 15-185.H				
Number of charter school annual audits reviewed	n/a	336	347	355



CEA 0.0

Agency Summary

BOARD OF CHIROPRACTIC EXAMINERS

Patti Pritzl, Executive Director
 Phone: (602) 864-5088
 A.R.S. § 32-900 et. seq.

Mission:

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

Description:

The Board of Chiropractic Examiners conducts examinations, evaluates applications from chiropractors seeking initial or renewal of licensure, as well as from persons seeking participation in Board-approved preceptorship or chiropractic assistant programs. The Board investigates backgrounds of applicants for licensure and complaints made against chiropractors and conducts administrative hearings as required. The Board provides information to the public concerning applicants, licensees, and regulatory actions taken. These functions are accomplished through a fees-financed program of examination, licensure, and regulation.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	441.3	477.6	462.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	441.3	477.6	462.7
FTE Positions	5.0	5.0	5.0

Strategic Issues:

Issue 1 *The workload from requests for license verifications has increased both in volume and in type of information requested.*

Historically, license verifications received by the agency have requested the agency to confirm the license status of no more than ten licensees at a time. Verifications took a matter of one to two minutes each. Verification levels have risen from 70 to 100 requests from one credentialing company at a time, with extensive records requests requiring that hard copy files be pulled, copied and sent via mail or fax. The time to verify each license has increase from five to ten minutes each. Additional fees have been instituted to fund facilitation of public records response time. The database and web site have been improved to allow on-line access to credentialing information and disciplinary actions; however, additional technological upgrades are needed in order to allow the public to access complaint history.

Issue 2 *The legal representation for the agency through the Office of the Attorney General (A.G.) has been inconsistent and inadequate for the needs of the agency, resulting in delayed hearing dates and actions and receipt of conflicting A.G. advice.*

Cases voted to hearing by the Board have sat for as long as four years awaiting an Assistant A.G. to prosecute the case. A.G. advice has been conflicting and often based on the Assistant A.G.'s personal opinion rather than legal research or precedent. Requests for formal opinion are generally denied and legal representation on the part of the Office of the Attorney General has failed to demonstrate responsibility to the agency and to the public impacted by violations of the Chiropractic Act. The Board has obtained statutory authority to raise fees. The additional revenues will support a contract with the Office of the A.G. for a half-time Assistant A.G. to provide legal advice and information to the Board and to litigate contested cases within a reasonable timeframe. The contract has been implemented and timeframes have improved but still remain below an expected performance level.

Issue 3 *The enforcement workload for investigations and probationary monitoring has begun to exceed the human resources of the Agency.*

Complaints average 130 per year. The investigation finds some level of violation in

about 80% of all cases and 50% of all investigations result in disciplinary action. This reflects a substantial time commitment in the investigation of complaints. In addition, the Agency monitors 35 to 40 probationary files at any point in time. The Agency has one full time and trained enforcement officer. Additional staffing will be required to meet this ongoing workload.

Issue 4 *The agency's ability to serve the public is limited by its technology.*

Although the agency has a web site, the information we are able to display on that site is limited. If a member of the public wants to see an actual record, they must submit an order with payment for copies or come into the office. Persons paying fees must do so by mail or come into the office. Payment must be made by check or money order because the agency does not have the ability to accept credit card payments. Applications must be processed in person or by mail. The agency has implemented postings of Board orders on the web site, but lacks the financial support to consider credit card payment or on-line licensing.

Issue 5 *The agency workload continues to increase.*

The number of licensees regulated by the agency has grown at a rate of 4% over the past decade. The agency continues to license 130 to 145 new licensees a year. In addition, as the role of the chiropractor has developed in the health care sector, the requests for public records, verifications and credentialing has expanded considerably. The nature of information requested has become more complex, requiring additional commitment of staff time. Demands on staff time will be monitored and additional staff planned as required.

Issue 6 *There is an ongoing need for public outreach.*

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

Issue 7 *Agency staff does not possess the technical knowledge sometimes required for complete analysis and investigation of a complaint,*

The Agency has implemented contracts with chiropractical professionals to assist in the technical components of investigations. The process of referring complaints is being reorganized for FY2006. The agency should have solid financial figures on which to project costs for future budgeting in 2007.

Issue 8 *Additional resources are needed to meet the time demand of the disciplinary proceeding docket.*

The Board's authority to hold Formal Interviews was established in 2004. With that authority, the number of disciplinary proceedings that are held before the Board has quadrupled. In 2005, 100 cases were listed on the Board's Formal Interview/Formal Hearing docket. The Board salary appropriation covers 14 Board meetings. The salary appropriation for Board members does not reflect the level of time commitment that will be required with a disciplinary proceeding docket of 100, nor does it provide the Board with resources to appoint committees to hear cases and make recommendations. The Board will need to evaluate this concern for the 2008 and 2009 budget request.

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of applications for licensure received	139	130	140	140
Average number of days between receipt of complete application and Board action	13	18	20	20
Number of new licenses issued	111	137	130	130
Number of licenses issued prior to undisclosed conviction being identified	0	0	0	0
Number of licenses eligible for renewal	2,634	2633	2,686	2,739
Percent of license renewal applications processed within 15 business days	100	100	100	100

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of new complaints filed	113	133	130	130
Percent of complaints resolved within 180 days of receipt with no hearing required	81	32	95	95
Average number of months to resolve a complaint by administrative hearing	4.5	7	8.0	8.0
Total number of investigations conducted	145	237	150	150
Percent of investigations resulting in disciplinary action	35	50	30	30

◆ **Goal 3** To increase public awareness of agency functions, resources, and parameters; to increase public record accessibility; and to increase communication with the public and professional community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Web site access count	25,390	12,495	14,000	14,000
Self-assessment surveys returned	42	52	70	70
Percent of complaints filed with the Board which do not fall under the boards jurisdiction	6.4	2	10	10

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of survey responses which indicate that staff was knowledgeable and courteous in public communications	97.6	99	97	97
Administration as a percent of total cost	15.5	20	20	20



ECA 0.0

Agency Summary
CLEAN ELECTIONS COMMISSION

Marcia Busching, Commission Chair
Phone: (602) 364-3477
A.R.S. § 16-901 et seq

Mission:

To fairly, faithfully, and fully implement and administer the Arizona Citizens Clean Elections Act.

Description:

The Citizens Clean Elections Act was a campaign finance reform measure initiated by Arizona citizens and approved by a majority of the qualified electorate in 1998. The Act created a new campaign financing system for statewide and legislative offices that provides public funding to qualified candidates who agree to abide by CCEC guidelines. Candidates wishing to utilize public funding for statewide and legislative offices must become certified as a participating candidate by agreeing to abide by all contribution and expenditure limits imposed in the Act and then obtain a certain number of \$5 qualifying contributions, depending on the office sought, in order to qualify for public funding. Nonparticipating candidates must accept campaign contributions at amounts that are 20 percent less than allowed in statute and comply with reporting requirements specified in the Act. The Commission sponsors debates and develops a procedure for publishing a document having space of predefined size for a message chosen by each candidate. The document is mailed before the primary and general elections to every household that contains a registered voter. The Commission is composed of five members of which no more than two can be from the same political party nor can more than two be residents of the same county. Appointments are for a five-year term.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,564.9	6,372.4	16,304.8
Federal Funds	0.0	0.0	0.0
Program total	8,564.9	6,372.4	16,304.8
FTE Positions	10.0	11.0	11.0

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 2002 election cycle. The intent of the proposed legislative changes is to clarify the law and to smooth out the political process. All proposed legislative changes further the purpose of the Act, which is to diminish the influence of special interest money, encourage citizen participation in the political process, and promote freedom of speech under the U.S. and Arizona Constitutions.

Issue 2 Voter Education

The Commission will continue its active program of voter education. The Commission sponsors candidate debates; publishes a candidate statement pamphlet for both the primary and general elections and mails the pamphlet to each household in Arizona with a registered voter; holds candidate training seminars, and; travels statewide to communicate with and educate voters.

◆ **Goal 1** To provide public funding to qualified candidates.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of certified participating candidates (calendar years)	123	118	168	168
Total funds distributed to participating candidates (calendar years in thousands)	330	4,357	3,000	12,000

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of candidates submitting candidate statements (calendar years)	85	n/a	210	n/a
Number of candidate statement pamphlets mailed to AZ households (calendar years in thousands)	3,000,000	n/a	3,009,731	n/a
Number of candidate debates held (calendar years)	45	n/a	75	n/a

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of cap applied to voter education (calendar years)	20.00	26.12	20.00	24.00
Percent of cap spent on administration and enforcement (calendar years)	8.30	7.15	9.00	9.00

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EPA 0.0

Agency Summary
DEPARTMENT OF COMMERCE

Gilbert Jimenez, 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 principle economic development agency, the Department develops and implements the state's economic development plan directed at creating and retaining quality jobs statewide. Accordingly, the Department implements strategies that promote Arizona's global competitiveness; collects and disseminates economic and business-related information; supports community infrastructure and economic planning in rural areas; facilitates the coordination of the state's workforce development system; supports the expansion of existing businesses, including small and minority-owned businesses; conducts targeted business attraction to enhance economic diversification; and promotes international trade and investment.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ADMINISTRATION AND FINANCE	4,473.5	4,650.7	4,724.7
➤ BUSINESS DEVELOPMENT	3,377.1	3,504.2	3,504.2
➤ WORKFORCE DEVELOPMENT	10,232.0	23,549.4	23,549.4
➤ COMMUNITY DEVELOPMENT	12,414.1	12,356.2	12,356.2
Agency Total	30,496.7	44,060.5	44,134.5

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	8,584.3	11,450.1	11,524.1
Other Appropriated Funds	3,283.0	3,523.1	3,523.1
Other Non Appropriated Funds	13,639.4	24,273.5	24,273.5
Federal Funds	4,990.0	4,813.8	4,813.8
Program total	30,496.7	44,060.5	44,134.5
FTE Positions	124.8	114.3	115.3

Strategic Issues:

Issue 1 *Develop and implement a business-driven workforce development system that prepares Arizona workers for an ever-changing economy*

Businesses consistently tell the Department that hiring skilled workers is one of their greatest challenges. The Workforce Development team, in conjunction with the Governor's Council on Workforce Policy, works to unify a statewide workforce program and service delivery system in order to craft a clear business-driven skilled labor pool in the state, particularly to meet the needs of key industries of opportunity.

Issue 2 *Enhance information and service delivery to small businesses statewide.*

One of Arizona's greatest competitive advantages is its environment for the development of entrepreneurs and small businesses looking to grow and expand their businesses statewide. The Department provides assistance in state permitting and licenses, helps businesses navigate the multiple state agencies associated with business start-up and expansion, helps increase access to state procurement opportunities for minority and women-owned businesses and improving access to job training funds, and has created a stakeholder network to discuss and evaluate

small business issues. These strategies are designed to improve the climate for Arizona small businesses to thrive.

Issue 3 *Broaden and enhance rural development and regionalism efforts.*

With most of the economic activity concentrated in Maricopa and Pima counties, other regions face enormous challenges to promote economic development. Rural communities depend heavily on the technical and financial assistance provided by the Department that encourages regionalism, and provides individual communities' with the capacity to organize and implement community and economic development planning. Commerce's assistance builds capacity to deal with issues such as land use planning and zoning, low-cost financing solutions to local infrastructure projects, energy conservation, and military base retention and land-use compatibility through multi-jurisdictional cooperation. These capacity-building strategies prepare regions and communities, particularly in Arizona's rural areas, to receive advanced business attraction and development activities.

Issue 4 *Improve Arizona's technology-focused entrepreneurial climate.*

Innovation, technology and entrepreneurship are key drivers in today's knowledge-based economy. Several recent studies have identified the need to improve technology sector economic development by establishing policies and networks that support innovation and commercialization of technology. The Department has developed and is implementing strategies that address impediments to technology development in Arizona.

Issue 5 *Develop strategies to increase trade with Mexico and Latin America.*

Annually, Arizona exports more than \$3 billion worth of products to Mexico, making it Arizona's number one export market. The Department has developed strategies to increase international trade opportunities and to connect Arizona businesses with trade opportunities in Mexico and Latin America. The Department also supports efforts to facilitate cross border trade in support of CANAMEX and cyberport development.

EPA 1.0

Program Summary
ADMINISTRATION AND FINANCE

Tim Lawless, Assistant Deputy Director
Phone: (602) 771-1218
A.R.S. § 41-1504

Mission:

To be a model of good government by providing strong leadership, clear direction and quality support services that will enable the Agency to operate in an effective and efficient manner.

Description:

Administration and Finance supports the planning and operational needs of the Department by providing administrative guidance, services, and technical assistance to executive management and to all Department divisions.

This Program Contains the following Subprograms:

- ▶ Administration
- ▶ Planning, Research and Policy
- ▶ Finance

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,747.5	1,974.2	2,048.2
Other Appropriated Funds	444.5	513.3	513.3
Other Non Appropriated Funds	2,218.5	2,096.0	2,096.0
Federal Funds	63.0	67.2	67.2
Program total	4,473.5	4,650.7	4,724.7
FTE Positions	37.7	35.8	36.8

EPA 1.1 **Subprogram Summary**
ADMINISTRATION

Tim Lawless, Assistant Deputy Director
Phone: (602) 771-1218
A.R.S. § 41-1504 et. seq.

Mission:

To be a model of good government by providing strong leadership, clear direction and quality support services that will enable the Agency to operate in an effective and efficient manner.

Description:

Administration supports the planning and operational needs of the Department by providing administrative guidance, services, and technical assistance to executive management and to all Department divisions. These services include accounting, human resources, information technology, planning and budget, procurement, and quality management of financial incentive programs.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,076.6	1,112.6	1,186.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	328.4	425.4	425.4
Federal Funds	63.0	67.2	67.2
Program total	1,468.0	1,605.2	1,679.2
FTE Positions	20.0	17.8	18.8

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of surveys marked "very good" or "excellent" from annual survey of Administration Division's internal customers	76	83	80	80

◆ **Goal 2** To provide timely and accurate accounting services and financial reporting to Department of Commerce programs and constituents while maintaining compliance with applicable state and federal rules and regulations.

◆ **Goal 3** To provide the Department with reliable information systems.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of network up-time	99	99	99	99

EPA 1.2 **Subprogram Summary**
PLANNING, RESEARCH AND POLICY

Seth Mones, Deputy Director
Phone: (602) 771-1162
A.R.S. § 41-1504, 41-1505

Mission:

To provide resources, information, and analyses that enable sound policy and decision-making to enhance economic, workforce, and community development activities and opportunities in Arizona.

Description:

The Planning, Research and Policy team establishes and coordinates the strategic direction of the agency to support the Governor's economic development agenda; collects, organizes, maintains, and disseminates key information on Arizona's economy and on agency activities; and provides critical support on analysis of trends, opportunities, best practices, market issues, economic development policy, and agency/program impacts. The resulting information is made available to leaders in business and at all levels of government to assist in making wise economic development decisions.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	670.9	796.3	796.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	670.9	796.3	796.3
FTE Positions	10.7	10.0	10.0

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of stakeholders who rated Planning, Research and Policy information they received as very or extremely useful, timely, and relevant	n/a	n/a	90	95
Number of reports in on-line economic clearinghouse database	n/a	523	550	565

EPA 1.3 **Subprogram Summary**
FINANCE

Tim Lawless, Assistant Deputy Director
Phone: (602) 771-1218
A.R.S. § 41-1504

Mission:

To provide quality management of financial incentive programs and offer technical expertise in support of the Agency's economic development goals.

Description:

The Department of Commerce is the agency responsible for allocating the state's portion of the federally established private activity bond volume cap. Commerce provides a registry of bond allocation requests and certificates of bond closing, issues confirmations of bond allocations as well as project-specific volume cap carry-forward, evaluates information provided by applicants for Director's Discretion bond category, responds to utilization inquiries from the private sector, and maintains all other records required for the administration of the program.

(Thousands)

Funding and FTE Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	65.3	65.3
Other Appropriated Funds	444.5	513.3	513.3
Other Non Appropriated Funds	1,890.1	1,670.6	1,670.6
Federal Funds	0.0	0.0	0.0
Program total	2,334.6	2,249.2	2,249.2
FTE Positions	7.0	8.0	8.0

- ◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total number of jobs created by companies participating in the Enterprise Zone program	6,672	2,974	3,500	3,500
Capital investment made by companies participating in Enterprise Zone program (property tax and income tax programs) (in millions)	1,382	505	625	625

EPA 2.0

Program Summary
BUSINESS DEVELOPMENT

Tim Lawless, Assistant Deputy Director
Phone: (602) 771-1218
A.R.S. § 41-1504 et. seq.

Mission:

To enhance Arizona's global competitiveness, which creates jobs and a higher standard of living for Arizonans.

Description:

The Global Business Development team works with strategic partners and provides leadership that increases the retention, expansion, and location of businesses across the state. Commerce provides a single point of contact and promotes all of Arizona as a great place to do business. The Global Business Development team supports the expansion of existing businesses, including small and minority- and women-owned businesses; conducts targeted business attraction focused on Arizona's key industries of opportunity; promotes international trade and investment; and facilitates growth of innovation and technology companies to enhance economic diversification and create high-quality jobs that expand Arizona's economy.

This Program Contains the following Subprograms:

- ▶ **Business Assistance Center**
- ▶ **Global Business Development**

(Thousands)

Funding and FTE Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	955.4	878.4	878.4
Other Appropriated Funds	2,150.0	2,380.3	2,380.3
Other Non Appropriated Funds	252.7	235.5	235.5
Federal Funds	19.0	10.0	10.0
Program total	3,377.1	3,504.2	3,504.2
FTE Positions	28.0	19.9	19.9

EPA 2.1

Subprogram Summary
BUSINESS ASSISTANCE CENTER

Lydia Aranda, Director
Phone: (602) 771-1173
A.R.S. § 41-1504 et. seq.

Mission:

To promote the development and expansion of small, minority and women-owned businesses.

Description:

The Small Business Services team serves as the primary liaison and service provider for small business development in Arizona by providing information, resources and assistance to entrepreneurs, government agencies, and business organizations that are focused on small, minority, women, and disadvantaged business enterprise endeavors.

(Thousands)

Funding and FTE Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	104.0	119.0	119.0
Other Appropriated Funds	428.6	482.6	482.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	6.6	10.0	10.0
Program total	539.2	611.6	611.6
FTE Positions	11.6	7.6	7.6

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

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of responses to inquiries (includes phone, walk-in, mail, fax and online program, and emails)	76,813	n/a	80,000	85,000

EPA 2.2

Subprogram Summary
GLOBAL BUSINESS DEVELOPMENT

Tim Lawless, Assistant Deputy Director
Phone: (602) 771-1218
A.R.S. § 41-1502 to 41-1505

Mission:

To provide state leadership to attract and expand businesses and investment that creates quality jobs, expands the tax base, and diversifies the Arizona economy.

Description:

The Global Business Development team encourages retention, expansion, and location of businesses across the state. Global Business Development conducts targeted business attraction, expansion, and retention efforts focused on Arizona's key industries of opportunity, promotes international trade and investment, and facilitates growth of innovation and technology companies to enhance economic diversification and create high-quality jobs.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	851.4	759.4	759.4
Other Appropriated Funds	1,721.4	1,897.7	1,897.7
Other Non Appropriated Funds	252.7	235.5	235.5
Federal Funds	12.4	0.0	0.0
Program total	2,837.9	2,892.6	2,892.6
FTE Positions	16.4	12.3	12.3

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of substantive export and trade related technical assistance sessions provided to export-ready, growth-potential companies and individuals	550	557	650	650
Number of trade events (trade shows, trade missions, conferences and workshops)	16	20	18	20
Number of companies participating in trade events	507	833	525	525
Percentage of companies rating service as "important" or "very important" to the ability of their business to access foreign markets	n/a	78	85	90

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Potential foreign investors attracted to Arizona for site visits	6	15	7	8

◆ **Goal 3** To enhance awareness of Arizona as a premier state for business relocation and expansion activities in targeted industries that generates new company locates or expansions throughout the state

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of companies recruited to rural locations	11	10	10	10
Locate/expansion capital investment (in millions)	256	660	500	500
Average hourly wage rate per job	16.76	19.97	18.50	19.00
Explanation: Based on companies receiving business development assistance.				
Jobs created by companies utilizing Commerce Business Development programs	7,627	9,600	7,400	8,000
Number of new company relocations, expansions	41	37	55	55

EPA 3.0

Program Summary
WORKFORCE DEVELOPMENT

Rosalyn Boxer, Assistant Deputy Director
Phone: (602) 771-1185
A.R.S. § 41-1504

Mission:

To provide state leadership that enhances and develops the Arizona workforce resulting in quality jobs, economic prosperity, and global competitiveness

Description:

Workforce Development designs and implements policies and supports the implementation of a system to effectively and efficiently prepare Arizona workers for an ever-changing economy. The Workforce Development team works to unify a statewide workforce development program and service delivery system with direction from the Governor's Council on Workforce Policy. The team is a key driver in crafting clear business-driven workforce development policies that expand the skilled labor pool in the state, particularly to meet the needs of key industries of opportunity. These workforce policies are carried out through the administration of the state's job training program and registered apprenticeship program.

This Program Contains the following Subprograms:

- ▶ Job Training
- ▶ Apprenticeship Service

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	153.3	2,730.6	2,730.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,615.7	20,281.7	20,281.7
Federal Funds	463.0	537.1	537.1
Program total	10,232.0	23,549.4	23,549.4
FTE Positions	14.0	16.4	16.4

EPA 3.1

Subprogram Summary
JOB TRAINING

Paula Burnam, Director
Phone: (602) 771-1181
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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	2,565.5	2,565.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,319.0	19,950.6	19,950.6
Federal Funds	463.0	537.1	537.1
Program total	9,782.0	23,053.2	23,053.2
FTE Positions	9.0	11.4	11.4

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of companies assisted	67	127	130	130
Number of workers under contract to be trained	21,535	24,223	25,000	25,000
Explanation: Forecasted to go through training to increase their job skills.				
Number of new jobs created as a result of the grant program	2,480	4,793	3,750	3,750

EPA 3.2

Subprogram Summary
APPRENTICESHIP SERVICE

Dennis Cahill, Director
Phone: (602) 771-1183
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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	153.3	165.1	165.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	296.7	331.1	331.1
Federal Funds	0.0	0.0	0.0
Program total	450.0	496.2	496.2
FTE Positions	5.0	5.0	5.0

◆ **Goal 1** To implement an effective apprenticeship training system designed to produce highly skilled workers that support emerging and base industries in every region of the state.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of active registered programs	121	122	140	140
Percentage of registered programs with rural employers	30	30	35	40
Number of workers in registered apprenticeship programs	3,067	3,755	3,500	3,800

EPA 4.0

Program Summary
COMMUNITY DEVELOPMENT

Deb Sydenham, Assistant Deputy Director
Phone: (602) 771-1127
A.R.S. § 41-1504, 41-1515, 41-1554

Mission:

To build a foundation for a healthy economy by providing coordinated technical and financial assistance to Arizona communities and local partners

Description:

The Community Development team increases communities' capacity for action through planning and development of projects that improve the local economy and quality of life for current and future generations. The team provides communities with technical expertise, state leadership and modest grant monies to organize and implement locally driven community and economic development efforts. These activities prepare communities, particularly Arizona's rural communities, to have the capacity to receive advanced business development and attraction activities.

This Program Contains the following Subprograms:

- ▶ Small Community Development
- ▶ Greater Arizona Development Authority
- ▶ Motion Picture Development
- ▶ Energy Development and Utilization

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	5,728.1	5,866.9	5,866.9
Other Appropriated Funds	688.5	629.5	629.5
Other Non Appropriated Funds	1,552.5	1,660.3	1,660.3
Federal Funds	4,445.0	4,199.5	4,199.5
Program total	12,414.1	12,356.2	12,356.2
FTE Positions	45.1	42.2	42.2

EPA 4.1

Subprogram Summary
SMALL COMMUNITY DEVELOPMENT

Deb Sydenham, Assistant Deputy Director
Phone: (602) 771-1127
A.R.S. § 41-1502, 41-1505, 41-1516

Mission:

To build the foundation for a healthy economy by providing coordinated technical and financial assistance to rural Arizona communities and local partners.

Description:

The Community Development team provides technical and financial assistance to political subdivisions and community based organizations to enhance the capacity of rural communities and to promote the intelligent use of resources in economic, community and workforce development.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	5,475.3	5,557.6	5,557.6
Other Appropriated Funds	672.1	589.9	589.9
Other Non Appropriated Funds	39.2	54.0	54.0
Federal Funds	0.0	0.0	0.0
Program total	6,186.6	6,201.5	6,201.5
FTE Positions	17.5	14.5	14.5

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of REDI-certified (rural) communities currently implementing local/regional economic development efforts	n/a	36	36	36
Number of active Main Street communities implementing strategic plans	n/a	17	19	20

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of public officials and community leaders educated and trained on planning, zoning, and development issues	n/a	100	110	115
Percentage of stakeholders indicating outreach materials and activities were valuable in strengthening their decision-making capacity	n/a	95	90	90

EPA 4.2

Subprogram Summary

GREATER ARIZONA DEVELOPMENT AUTHORITY

Deb Sydenham, Assistant Deputy Director

Phone: (602) 771-1127

A.R.S. § 41-1554

Mission:

To provide technical assistance and low-cost financing solutions to local infrastructure development projects.

Description:

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

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	484.0	494.0	494.0
Federal Funds	0.0	0.0	0.0
Program total	484.0	494.0	494.0
FTE Positions	1.0	1.2	1.2

◆ **Goal 1** To increase development of public infrastructure projects by improving access to capital markets for communities with low and non-investment grade bond ratings.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Amount of financial assistance (in millions) loaned to cities, towns, counties, and special districts	24.13	20.00	20.00	25.00
Amount of savings (in thousands) for cities, towns, counties, tribes, and special districts from participation in the GADA program over private financing	1,100	500	500	500

EPA 4.3

Subprogram Summary

MOTION PICTURE DEVELOPMENT

Harry Tate, Director
 Phone: (602) 771-1135
 A.R.S. § 41-1504 et. seq.

Mission:

To enhance Arizona's imported film and visual arts production business from around the world for the economic benefit of Arizona communities, creating high-quality jobs statewide

Description:

The Arizona Department of Commerce Film Office works to promote and develop the Visual Arts Industry, and all of its components, throughout the State. It acts as a central point of contact to ensure that all of Arizona benefits from a strong Visual Arts Industry. The Film Office's primary activities are to build the industry through collaborative partnerships with local film offices and industry groups, provide professional and timely assistance to film, television, and multimedia customers, work with government entities to streamline the production process, and promote the state as a great place to do business through unique branding, comprehensive web presence, and direct customer relationship building.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	252.8	309.3	309.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	25.2	31.0	31.0
Federal Funds	0.0	0.0	0.0
Program total	278.0	340.3	340.3
FTE Positions	6.0	6.0	6.0

◆ **Goal 1** To enhance Arizona's imported film and visual arts production business from around the world for the economic benefit of Arizona communities, creating high-quality jobs statewide

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of projects attracted or facilitated	288	n/a	350	400

EPA 4.4

Subprogram Summary

ENERGY DEVELOPMENT AND UTILIZATION

Ken Clark, Director
 Phone: (602) 771-1139
 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.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

(Thousands)

Funding and FTE

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	16.4	39.6	39.6
Other Non Appropriated Funds	1,004.1	1,081.3	1,081.3
Federal Funds	4,445.0	4,199.5	4,199.5
Program total	5,465.5	5,320.4	5,320.4
FTE Positions	20.6	20.5	20.5

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Estimated present value of energy/dollars saved (in millions) by encouraging the incorporation of building science principles	100	150	160	170
Number of rural communities participating in the MEMP/CEP program	24	29	30	32

◆ **Goal 2** To be the most comprehensive source of national, state, and local energy information in Arizona

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of visitors to Energy Office web site	n/a	24,000	48,000	75,000



CCA 0.0

Agency Summary
CORPORATION COMMISSION

Brian C. McNeil, Executive Director
Phone: (602) 542-3931
Arizona Constitution Article XV, A.R.S. § 40-101 et seq.

Mission:

To exercise exclusive state regulatory authority over public service corporations (public utilities) in the public interest; to grant corporate status and maintain public records; to ensure the integrity of the securities marketplace; and to foster the safe operations of railroads and gas pipelines in Arizona.

Description:

The Corporation Commission was established by Article 15 of the State Constitution and is composed of five elected commissioners. Commissioners are currently serving terms which expire in 2006 or 2008. As of the 2006 election, all seats will be four year terms. Staffing is provided in seven divisions, each headed by a director serving under the Commission's Executive Director, who is the chief executive officer and responsible for the day-to-day operations of the divisions. The Commission's primary responsibilities include reviewing and establishing public utility rates, regulating the sale of securities, and administering the Arizona Corporations Code. The Commission also serves as the repository of corporate annual reports and other publicly available documents filed by corporations in accordance with state law.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ADMINISTRATION	2,565.0	2,544.9	2,644.9
➤ HEARINGS	1,069.5	1,258.1	1,335.5
➤ CORPORATIONS	3,722.8	4,902.0	4,812.1
➤ SECURITIES	4,101.4	4,580.4	4,682.4
➤ RAILROAD SAFETY	508.9	549.5	549.5
➤ PIPELINE SAFETY	1,290.1	1,504.8	1,504.8
➤ UTILITIES	5,740.3	6,246.5	6,223.5
➤ LEGAL	1,581.2	1,657.7	1,721.0
➤ INFORMATION TECHNOLOGY	2,101.0	2,373.5	2,756.3
Agency Total	22,680.2	25,617.4	26,230.0

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,947.9	5,133.0	5,133.0
Other Appropriated Funds	17,475.5	20,079.2	20,691.8
Other Non Appropriated Funds	70.9	54.5	54.5
Federal Funds	185.9	350.7	350.7
Program total	22,680.2	25,617.4	26,230.0
FTE Positions	304.8	314.8	321.8

Strategic Issues:

Issue 1 *Agency needs further modernization of its processes and service delivery to keep up with the rapid population growth of the constituency it serves.*

There are increasing demands on existing resources due not only to rapid population growth, but from the growing number of difficult and complex issues the Commission is required to hear and rule upon. For example, the transition to competition in the telecommunications industries has resulted in the explosive growth in numbers of entities the Commission regulates or oversees. A similar transition in the electric industry will also occasion a larger universe of regulated

entities. In essence, deregulation will lead to the need for increased resources in the near term. In the long term, there will be a natural exiting of market participants due to competitive pressures, and Commission resources may be sufficient.

Issue 2 *Agency needs to develop and strengthen its human resources.*

In order to keep pace with increasing overall demands on existing Commission resources, the Agency needs to continue to fill critical vacant positions with quality personnel. In addition, the Commission needs to retain the valuable personnel currently on staff. Finally, the Commission should constantly seek to improve the abilities and capabilities of its personnel through on-going training and equipment (hardware and software) support.

CCA 1.0

Program Summary
ADMINISTRATION

Michael Kearns, Administration Division Director
Phone: (602) 542-0657
A.R.S. § 40-105

Mission:

To provide the executive leadership and decision-making authority for the timely resolution of matters coming before the Commission. To plan, coordinate and direct the administrative and fiscal activities necessary to support the Commissioners and all divisions of the Commission.

Description:

The Administration Division is composed of the five elected commissioners and their staffs, the Executive Director's Office and the administrative functions, which provide the fiscal and administrative services necessary to support all divisions of the Corporation Commission. The chief executive officer of the Commission is the Executive Director, who serves at the pleasure of the Commissioners. He is assisted by the Administration Division Director (Deputy Executive Director), who oversees the administrative and fiscal functions of the Commission. The business office provides accounting, payroll, purchasing, and personnel support for the entire Commission.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,123.1	1,113.6	1,113.6
Other Appropriated Funds	1,441.9	1,431.3	1,531.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,565.0	2,544.9	2,644.9
FTE Positions	25.0	25.0	25.0

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of open meetings held	107	83	115	120
Agenda items considered	643	454	750	800
Claims processed/warrants issued	2818	2,910	3050	3100
Revenue deposited with the Treasurer (in millions)	60.4	49.8	50	50

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Purchase orders issued	469	655	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.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	22.1	18.9	18.9
Other Appropriated Funds	1,047.4	1,239.2	1,316.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,069.5	1,258.1	1,335.5
FTE Positions	17.0	17.0	17.0

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Rehearings granted - Hearing Officer's error	0	0	0	0
Procedural Orders issued	474	384	400	500
Proposed Orders issued	220	152	200	350

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Open Meeting items processed	690	620	800	800
Research actions performed (in thousands)	11.9	12.2	11	10
Filings docketed (in thousands)	11.3	10.6	13.2	13.8

CCA 3.0

Program Summary
CORPORATIONS

David Raber, Director
Phone: (602) 542-3521
A.R.S. Title 10

Mission:

To approve corporate names and grant corporate or limited liability company status to companies organizing under the laws of the State of Arizona; to issue licenses to foreign corporations and limited liability companies who wish to transact business in this State; to collect annual reports from all corporations of record; and to maintain these files for the benefit of public record and service of process.

Description:

The Corporations Division is comprised of seven areas (Annual Reports, Corporate Filings, Name Reservations, Corporate Records, Certifications, STARPAS/MIS, and Administration). The Division also provides staffing for the Tucson office of the Corporation Commission to serve the residents of Southern Arizona. The Corporations Division has limited investigatory powers and no regulatory authority.

The Corporations Division approves for filing all articles of incorporation, amendments to articles, mergers, consolidations, withdrawals, and dissolutions for Arizona businesses; approves corporate names; approves all articles of organization for limited liability companies (LLC); grants authority to foreign corporations transacting business in this State; verifies that public record publishing requirements are met; approves documents for corporations that are winding-up operations; propounds interrogatories, when necessary, to determine a company's lawful purpose; and revokes the authority of foreign corporations in Arizona or administratively dissolves the charters of Arizona corporations which do not comply with Arizona law.

The Division collects an annual report from for-profit corporations reflecting their current statutory agent, corporate address, amount of stock issued, lists of officers and directors, Certificate of Disclosure, Statement of Bankruptcy, and principle businesses. Non-profit corporations are also required to file an annual report and, additionally, must include a statement of financial disclosure. The Division updates the public record with information provided by the annual report and when it receives notice of corporate address change or statutory agent change. The Division must maintain this information in a data format conducive to public access; respond to public questions concerning Arizona businesses and corporation law; and respond to the needs of the business sector by disseminating whatever information is mission-critical to them. The Division has limited investigatory powers and no regulatory authority. However, the Articles of Incorporation of an Arizona corporation may be administratively dissolved if certain statutory requirements are not met. Likewise, the authority of a foreign (non-Arizona) corporation to transact business in Arizona may be revoked. The Division acts as an agent for Arizona corporations and limited liability companies whenever either entity does not maintain a statutory agent or when the agent cannot be located. In these instances, services of process directed to the Commission are accepted and processed by the Records Section. The Division also works extensively with other governmental agencies, such as Banking, Insurance, Real Estate and the Secretary of State to ensure consistency between agencies relative to filing requirements. Law enforcement agencies such as the Attorney General, FBI and IRS rely upon records obtained from the Division.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,449.8	2,620.4	2,620.4
Other Appropriated Funds	1,273.0	2,281.6	2,191.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	3,722.8	4,902.0	4,812.1
FTE Positions	70.0	79.0	80.0

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

◆ **Goal 1** To provide customers with timely processing of their business documents.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent expedited achieved within 1-3 days	53	0	65	90
Percent regular achieved within 4-10 weeks	3.8	0	60	85
Range of days to process expedited requests - corporate filings	10-12	25-30	8-10	1-3
Range of weeks to process regular requests - Corporate Filings	18-23	20-25	9-11	3-5
Total active corporations and Limited Liability Corporations recorded	374,478	432,692	501,922	582,230
Total filings	115,647	133,561	145,000	163,000
Corporate filings rejects	6,400	14,385	15,823	12,000
Average turnaround time (days) for normal Annual Reports	30	49	30	30
Average turnaround time (days) for expedited Annual Reports	1-3	1-3	1-3	1-3
Annual reports mailed	143338	148811	148000	150000
Duplicate annual reports mailed	21105	17232	15000	15000
Annual reports filed	91533	110755	115000	120000
Rejected documents- Annual Reports	38349	30359	28000	26000
Reports rejected as percent of mailed	26.8	21.0	19.0	17.0
Number of e-filed Annual Reports	3995	20464	25000	30000

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total Number Offered - Corporate Filings	122,086	45,883	48,500	51,500
Total Answered-Corporate Filings Section	97,518	25,492	30,000	30,000
Total Number Offered - Records Section	107,170	155,880	160,000	165,000
Total Answered- Records Section	93,982	112,066	115,000	118,000
Total Number Offered - Annual Reports	48,402	42,608	45,000	48,000
Total Answered-Annual Reports Section	48,402	40,214	43,000	46,000
Tucson Office Calls Answered	62,921	62,450	65,000	68,000
Division-wide incoming calls for corporate filings and records, annual reports, MIS help desk and Tucson office	274,825	264,599	274,000	284,000
Division-wide calls answered	397,434	240,222	250,000	260,000
Days to process expedited - Records Section	1	1	1	1
Days to process regular - Records Section	3-5	3-5	3-5	3-5
Mail and counter orders	31,631	13,888	15,800	18,800
Number of web site hits (in thousands)	9,514	21,892.3	30,000.0	40,000.0
Number of main corporation database hits on web site (in thousands)	5310.3	9,422.2	14,000.0	21,000.0
Corps. Homepage hits	626,192	803,083	900,000	950,000
Annual reports information	24,910	41,198	45,000	50,000
Corp. Filings Forms/Instructions (in thousands)	1457.2	2,326.9	2,800.0	3,500.0
Corporation records information	229,717	333,805	350,000	400,000
Number of Annual Report image downloads (in thousands)	1688.4	3,814.4	6,000.0	9,000.0

Total Corps. Division self-service e-mail/fax 48,084 67,128 75,000 85,000

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total mail received - division wide	226,184	210,000	210,000	220,000
Initial Processing Section documents scanned	227,686	283,685	310,000	320,000
Special handling retrievals - all sections	13,652	19,169	20,000	22,000
Division checks processed	202,200	205,821	210,000	220,000

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
General in-house class hours	441	1,183	1,200	1,250
Class hours per full-time equivalent (FTE)	10.5	23.2	18.1	13.9

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Overall satisfaction score	6.8	3.0	6.5	7.0

Explanation: Number of surveys completed in 2004 was only 500 (less than 1%).

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 five sections: Registration and Compliance, General Counsel, Enforcement, and Administrative Support. The Division reviews prospective offerings of securities to ascertain that full and fair disclosure is made to potential securities investors and that the terms of offerings are not inherently fraudulent. Securities dealers and salespersons are required to register with the Division. Investment advisers and their representatives are required to be licensed by the Division unless exempt. The Division reviews these applications and monitors the conduct of dealers and salespersons, investment advisers and their representatives; investigates possible violations; where the evidence warrants, brings administrative, civil or criminal enforcement actions; and conducts programs to educate investors to protect themselves and industry on compliance with statutory and regulatory requirements.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	835.8	866.9	866.9
Other Appropriated Funds	3,265.6	3,659.0	3,761.0
Other Non Appropriated Funds	0.0	54.5	54.5
Federal Funds	0.0	0.0	0.0
Program total	4,101.4	4,580.4	4,682.4
FTE Positions	63.3	63.3	63.3

◆ **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.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					
					Criminal Restitution Orders	2	9	8	8
Applications/filings	18073	18,873	18,300	18,300	Defendants Pleas and Convictions	3	21	8	8
Registrations/exemptions	19357	20,459	20,000	20,000	Investigations Closed	57	41	45	45
Exemptions (Rule 126)	1175	1,473	1,200	1,200	Investigations Open at Year End	82	80	80	80
Pre-Filing Conference	4	3	4	4	Number Respondents: Commission Orders	65	64	65	65
Number of months required to review	1.5	1.5	1.5	1.5	<div style="border: 1px solid black; padding: 5px;"> <p>CCA 5.0 Program Summary</p> <p style="text-align: center;">RAILROAD SAFETY</p> <p>Brian Lehman, Acting Program Manager</p> <p>Phone: (602) 262-5601</p> <p>A.R.S. § 42-201 et. seq.</p> </div>				
Other Exemptions	109	113	115	115					
Name Changes	2299	1,529	1,700	1,700					
Dealer Examination	37	25	30	30					
Dealer Registration	2158	2,187	2,150	2,150					
Salesman Registration	127354	133,508	128,000	128,000					
IA Registrations	345	367	350	350					
IAR Registrations	1850	2,294	2,000	2,000					
IA Examinations	30	47	43	43					
Public Educational Programs	58	53	55	55					
Legislative Initiatives	0	1	0	0	Mission:	<i>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.</i>			
No Action Letters	1	5	3	3	Description:	The Railroad Safety Section is responsible for inspection activities on both intrastate and interstate railroads operating in Arizona. Inspection activities are carried out under the authority of the federal government, which is conveyed to the Commission's Railroad Safety program by way of an Interagency Agreement between the Commission and the Federal Railroad Administration (FRA). It is through this agreement that the Commission's Rail Safety Staff obtains the authority to fulfill its mission objectives.			
Regulatory Initiatives	1	2	2	2		Under the terms of the agreement, Commission Inspectors must be FRA certified before they can function as such. FRA has separated all inspector positions into five "disciplines". Those are: Motive Power and Equipment (MP&E), Signal and Train Control Devices (S&TC), Hazardous Materials (HM), Track, and Operating Practices (OP). Each inspector, based on his or her qualifications, specializes in one of these disciplines, eventually being certified by FRA. Once certification is in place, the inspector conducts what are essentially compliance audits in that action plan to correct the defects. If a railroad needs assistance in developing the action plan, an inspector may make suggestions or otherwise help solve the problem. If, upon re-inspection, the inspector finds that the defects were not corrected and no effort was made to address the problem, he/she will probably take a federal violation against the company.			
Training Programs	9	7	8	8					
Legal Research & Analysis Projects	92	86	80	80					

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of complaints	272	234	300	300
Enforcement action: investigations initiated	27	41	45	45
Enforcement action: subpoenas issued	201	362	300	300
Commission Order: Cease and Desist	34	31	35	35
Commission Order: Fines- Respondents	38	47	50	50
Commission Order: Restitution - Respondents	29	34	40	40
Civil Cases - initiated	7	7	5	5
Criminal Cases (indictments) - True Bills	11	8	7	7
Civil Proceedings: Closed	2	2	3	3
Civil Proceedings: Open at Year End	6	5	5	5
Total Examinations Under Oath	52	48	55	55
To Hearing	1	4	5	5
Administrative Proceedings: Number Respondents	42	43	45	45
Administrative Proceedings: Initiated	14	21	20	20
Civil Proceeding Initiated : Number Defendants	34	47	25	25
Number Criminal Defendants - Indicted	11	8	10	10

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	508.9	513.2	513.2
Other Appropriated Funds	0.0	36.3	36.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	508.9	549.5	549.5
FTE Positions	7.0	7.0	7.0

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Miles of railroad track inspected	1458	1,434	1500	1500
Freight cars inspected	3315	6,441	4500	4500
Locomotive units inspected	194	150	150	150
Operating practices inspections	0	0	0	0
Explanation: * Position vacant in FY 2004				
Hazardous materials inspections	2854	3,815	2,800	2,800
Grade crossing inspections	421	487	450	450

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Industrial spur track inspections	50	47	50	50	Total intrastate inspections	182	86	200	200
Federal violations filed	29	24	30	30	Violations: Intrastate	1459	1,231	1,450	1,450
Derailments	38	34	30	30	Violations: Master Meter	1278	1,032	1400	1400
Number of grade crossing accidents	46	34	35	35	Total master meter inspections	2127	1,306	2,624	2150
Other accidents	27	41	30	30	Total number code compliance inspections	2019	1,392	2,750	2,390
Grade crossing complaints	51	39	35	35	Total Bluestake violations written	268	97	150	150
Other complaints	41	43	40	40	Random Bluestake inspections	90	52	90	100
Operation Lifesaver presentations	0	0	5	5	Seminars/Public awareness meetings held	38	32	30	30
HazMat Accidents/Incidents	28	20	25	25	Investigated incidents	371	104	300	300
◆ Goal 2 To ensure the Commission role in rail/highway grade crossings safety is effectively performed.					Interstate violations referred to DOT	1	1	10	10
Performance Measures:					Total number of Interstate pipeline safety violations	1	1	10	10
	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Number of OSC enforcement actions	0	0	10	10
Grade crossings improved	17	8	15	15	Total interstate inspections	11	11	15	15
New Grade Crossings Installed	6	0	5	5	◆ Goal 2 To ensure the pipeline operators in Arizona operate their gas pipeline systems as safe as possible.				
Signal & Train control inspections	51	61	55	55	Performance Measures:				
Signal system components inspected	1379	2,151	1800	1800		FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate

CCA 6.0	Program Summary
	PIPELINE SAFETY
	Alan Bohnenkamp, Acting Manager
	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 in complying with Pipeline Safety regulations.

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,104.2	1,154.1	1,154.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	185.9	350.7	350.7
Program total	1,290.1	1,504.8	1,504.8
FTE Positions	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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Fines collected (in thousands)	135	57	90	90

◆ 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total intrastate violations corrected	1743	1,158	1,450	1,450
Major pipeline operators training classes held	2	1	2	2
Master Meter training classes held/persons attending	17/284	17/273	18/300	18/300
Bluestake training classes held/persons attending	31/1028	32/1,481	32/1,500	32/1,500
Total master meter violations corrected	1659	945	1,400	1,400

◆ Goal 4 To maintain and improve the professional skills of the ACC pipeline staff.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Development of training courses for staff	1	1	1	1

CCA 7.0

Program Summary
UTILITIES

Ernest Johnson, Director
Phone: (602) 542-4251
A.R.S. § § 40-201 et. seq.

Mission:

To conduct research and analysis and provide recommendations to the elected commissioners on all matters relating to the regulation of public service corporations (public utilities) under the state constitution and statutes to ensure their actions are consistent with the public interest.

Description:

The Utilities Division carries out its responsibilities through five organizational sections: Accounting and Rates, Economics and Research, Engineering, Safety, and Consumer Services. The Utilities Division makes specific recommendations to the Commissioners to assist them in reaching decisions regarding public utility rates, financial condition and quality of service for approximately 450 traditional utilities and 650 New Market Entrants. The Division implements the Commission rules for deregulation of segments of the telecommunications and electric industries. The Division conducts research, presents evidence in hearings and contracts with utility rate analysts and expert witnesses in carrying out its responsibilities. The Division also monitors compliance with all Commission decisions. The staff conducts public workshops and other public proceedings on various regulatory topics. The Utilities Division Staff also initiates actions pertaining to utility practices and rates when necessary and in furtherance of the public interest.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,669.4	6,246.5	6,223.5
Other Non Appropriated Funds	70.9	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	5,740.3	6,246.5	6,223.5
FTE Positions	70.0	71.0	72.0

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Utilities regulated	841	894	950	1000
Rate cases completed	16	17	25	25
Tariff applications processed	417	506	500	500

◆ **Goal 2** To promote the transition of the telecommunications and electricity generation markets from the current regulated monopoly structure to one of competition while ensuring safe and reliable service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
CLEC applications filed	21	17	20	20
Reseller applications filed	34	44	40	40
ESP applications filed	0	0	2	2
Certifications processed: CLECs	11	11	10	10
Certifications processed: Resellers	71	37	34	34
Certifications processed: ESPs	0	0	2	2
CLEC interconnection agreements processed	102	112	90	90

Unbundled tariff cases completed	1	1	2	2
Stranded cost cases completed	0	0	1	1
Open Meeting Items processed (Util. Only)	60	56	60	60

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Consumer complaints/requests submitted electronically	1600	4,132	4,500	4,500

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of public awareness functions	59	49	55	55
Number of water workshops	3	1	4	4

CCA 8.0

Program Summary
LEGAL

Chris Kempley, Chief Counsel
Phone: (602) 542-6025
A.R.S. § 40-106

Mission:

To provide legal representation to the Corporation Commission in the performance of all of its powers and duties, except for matters pertaining to the activities of the Securities Division.

Description:

Matters handled by the Legal Division fall into five general categories: Commission dockets; federal regulatory dockets; litigation; other administrative matters; and special projects. The Legal Division represents the Commission in all matters relating to public utility rate setting, and in other areas not associated with the Securities Division. Securities-related legal cases are litigated by the Attorney General's Office.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,581.2	1,657.7	1,721.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,581.2	1,657.7	1,721.0
FTE Positions	19.5	19.5	19.5

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Education and training expenditures	14787	19736	19736	19736
Attorney legal education classes completed	24	25	24	24
Job-related education classes for attorneys	46	32	46	46
Classes completed: job-related education for support staff	53	25	53	53
Classes completed: other education	19	14	19	19
Expenditures on advanced research tools	26809	27434	27776	29160

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Docketed matters handled	977	934	977	977
Administrative hearing days handled by the Legal Division	231	362	362	362
Orders to Show Cause prepared by the Legal Division	4	2	4	4
Formal complaints prepared by the Legal Division	4	3	4	4
Discovery/Data Requests/ Responses/ Oppositions prepared	683	680	436	436
Motions, Briefs, & others Pleadings prepared	366	472	314	314

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Commission actions appealed to courts	10	3	10	10
Motions, briefs and other pleadings filed in courts	53	56	53	53

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Open/Special Open Meetings attended by Legal counsel	50	165	165	165
Line Siting hearing days attended by counsel	4	46	46	46
Commission Staff Meetings attended by counsel	25	33	33	33
Commission hearing days attended by counsel	n/a	362	362	362

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of databases accessible via the Internet	1	1	3	5
Number of website accesses ("hits") to databases	5310385	9422243	11000000	12500000
Number of filings submitted electronically to the ACC	39913	139823	150000	200000

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of accesses to agency intranet pages	22094	450437	500000	500000
Number of e-mail systems in use at the agency	4	2	1	1

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of staff in attendance at IT-related training classes	0	224	200	200
Number of staff in attendance at formal IT-related security classes	0	102	100	100



CCA 9.0

Program Summary
INFORMATION TECHNOLOGY

Clark Lathrum, IT Division Director
Phone: (602) 542-0671
A.R.S. 40-105 (B)(2)

Mission:

To provide accurate, efficient and timely technology design, development, implementation, communications and maintenance support services to the agency and its respective divisions in support of their missions and objectives.

Description:

The Information Technology Division provides technology services and support such as application development, network services, hardware support and project management for the entire Commission.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	8.2	0.0	0.0
Other Appropriated Funds	2,092.8	2,373.5	2,756.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,101.0	2,373.5	2,756.3
FTE Positions	16.0	16.0	21.0

◆ **Goal 1** To provide electronic interaction effectively with the public and other governmental entities.

To Implement effective protocols, software and communication with the public to allow them to retrieve and submit data, forms, and all other documents.

DCA 0.0

Agency Summary
DEPARTMENT OF CORRECTIONS

Dora B. Schriro, Director
Phone: (602) 542-5497
A.R.S. § 41-1602

Mission:

To recruit and recognize a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field's best security practices and proven pre-release programming to prepare for the release and reintegration of ex-offenders as civil, productive citizens.

Description:

The Department serves and protects the people of the State by incarcerating inmates in its correctional facilities, and supervising released offenders in the community in keeping with the field's best practices notably, periodically assessing their needs and risks and providing commensurate levels of supervision and program services that promote literacy, employability, sobriety and accountability to crime victims, thereby reducing the likelihood of relapse, revocation and recidivism and increasing the likelihood the felon population will be law-abiding, productive citizens when their sentence is served and they are released.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ PRISON OPERATIONS AND SERVICES	686,693.2	766,784.9	903,275.7
➤ COMMUNITY CORRECTIONS	11,259.3	12,508.9	13,555.6
➤ ADMINISTRATION	51,421.4	37,497.8	41,393.5
Agency Total	749,373.9	816,791.6	958,224.8

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	632,206.5	697,612.4	863,755.4
Other Appropriated Funds	38,698.2	45,193.1	44,693.1
Other Non Appropriated Funds	48,606.4	43,815.9	41,431.5
Federal Funds	29,862.8	30,170.2	8,344.8
Program total	749,373.9	816,791.6	958,224.8
FTE Positions	10,441.9	9,842.9	10,703.4

Strategic Issues:

Issue 1 *Improve public safety now through facility and field operations, employing Corrections' best practices.*

During FY 2005, ADC admitted 17,475 offenders of which, 38 % were not new court commitments but revocations from probation and community supervision for technical reasons. With a designated bed capacity of 31,536 and an offender count of 32,710, ADC ended the fiscal year with a deficit of 1,174 beds, operating at 104% of its capacity on June 30, 2005, an improvement of six percent from the prior year. Full time programming of the population improved; 62% of the eligible population are now productively engaged at least part time. The immediate impact of increasing school, work and treatment and improving supervision strategies on the department's overcrowded prisons and under-funded field offices was to cut by 19% inmate-on-inmate assaults, by 20% inmate-on-staff assaults, by 13% inmate grievances in the prisons, and to lower by 20% technical revocations. To efficiently and effectively operate a correctional system whose prisons are overcrowded and community corrections unit is short on intermediate sanctions, every work location presses for excellence, strives to comply in full with Department policy and procedure. Every correctional professional in ADC works to perform his duties proficiently. Establishing peer-review teams to assess units' compliance with policies and procedures, ensuring all staff is competent in its performance of core

correctional competencies, improving core security practices, and moving towards full employment of the programmable population is improving public safety now. During FY 2005, all complexes achieved significant compliance with department policies.

Issue 2 *Improve public safety later by reducing offenders' relapse, revocation and recidivism.*

During FY 2005, 38% of all offenders admitted to ADC were committed or returned to custody as a result of technical violations of community supervision, a steady improvement since FY 2003 when 45% of the incoming population was revoked by the court or the Board of Executive Clemency. The remaining 62% of all admissions last year were sentenced to prison for new felony offenses. Few of these inmates were first-time felons (13), fewer still non-violent (5), and virtually none first-time, non-violent, drug offenders (2). Most had criminal histories including prior arrests, jail time and/or suspended impositions of sentences to probation. About 45% of the inmate population reported using drugs or alcohol at the time of their arrest, 83% were determined at intake to need substance abuse intervention, 24.5% needed substance education and the remaining 75.5% required short or long term treatment. About 85% completed their sentence on community supervision; 9% was discharged with no supervision and 6% was transferred to Probation. Given the scope and severity of inmates' deficiencies at admission and the relatively short sentences they serve, the department's approach to pre-release preparation begins day-one of incarceration and continues to the last day of the sentence and includes transition-specific services beginning about six to nine months prior to release from prison. The ADC overall re-entry initiative incorporates Parallel Universe; an approach to problem solving that emphasizes offenders' responsibility to self and accountability to others to live civil and productive lives. During FY 2004, the number of inmates earning a GED doubled from 700 to 1400; during FY 2005 it more than doubled again from 1400 to 3000. Indicators of efficiency were as impressive as those measuring effectiveness. ACI generated a \$25 million profit and more than 88% of all classroom seats and 80% of treatment slots were fully utilized. Increasingly, when the majority – 96 percent – of all ADC inmates who serve a term of years – are released, these inmates go home better prepared to take care of themselves and their families and are less likely to relapse, be revoked, and re-offend.

Issue 3 *Recruit, retain, and recognize excellent ADC staff that represents this flagship agency.*

Staff compensation and benefits are not competitive in many parts of the state, impacting recruitment and retention efforts and making it difficult to maintain a qualified and diverse workforce. Staffing shortages, over reliance on mandatory overtime, limited recognition of staff for positive performance, and the large number of junior supervisors all exacerbates the impact of the turnover rate of ADC employees. Vacancies run as high as 30% at several locations. Short term fixes such as geographical stipends and hiring bonuses do not work and divert scarce resources from a competitive compensation package. D-Level staffing is based on institution-specific staffing not department-wide standards, contributing to mandatory overtime and compensatory time payout problems which reached over \$16,376,000 in FY 2005. ADC lost over 1,000 CO II staff in FY 2005 at a cost exceeding \$10 million to recruit and train replacement personnel and operated with an increasing officer vacancy rate of 18.6%. Department-wide, years of service in rank for line staff and supervisors have diminished and as a result, fewer staff is as proficient in core correctional practices. Officer pre-service classroom training was increased 28.5%. The Shafer Plan was developed by ADC and approved by ADOA to resolve pay inequities in the corrections series but was only partially funded by the legislature in FY 2006. The department also reinstated tuition reimbursement and established the office of the Labor Liaison and a Labor Relations Advisory Council. It is essential that we redouble our efforts to find and keep and celebrate excellent corrections professionals during FY 2007. ADC commits to adopt strategies that proactively address recruitment, retention, and recognition of a professional workforce and provides the supervision and support necessary for correctional professionals to perform their duties with excellence.

Issue 4 *Provide victim-focused and victim-friendly services to crime victims and survivors.*

Prior to FY 2004 the department had limited involvement with crime victims and survivors and victim services and none with restorative justice programs but seeks to significantly increase its commitment in these areas. Crime victims and survivors are sometimes unable to obtain timely, reliable information about offenders and still experience difficulty collecting court-ordered restitution. We expect offenders to accept responsibility for their criminal conduct, express remorse, and repair the harm they caused crime victims. To this end, the department is redoubling its efforts

to collect more restitution for more victims developing and expanding three kinds of restorative justice programs. Two of these programs – Impact of Crime on Victims (ICVC) classes and community service that benefits crime victims’ organizations – will be provided department-wide. The third – victim-offender dialog – will be provided eventually on a limited basis. All three endeavors are victim-focused and victim-friendly. They are intended primarily to benefit and better serve the crime victims’ community by engaging offenders in activities that mitigate the harm that their felonious conduct has done to others.

DCA 1.0	Program Summary
	PRISON OPERATIONS AND SERVICES
Samuel Sublett, Division Director	
Phone: (602) 542-3894	
A.R.S. § 41-1602	

Mission:

To recruit and recognize a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field’s best security practices and proven pre-release programming to prepare for the release and reintegration of ex-offenders as civil, productive citizens.

Description:

The Department serves and protects the people of the State by incarcerating inmates in its correctional facilities, and supervising released offenders in the community in keeping with the field’s best practices notably, periodically assessing their needs and risks and providing commensurate levels of supervision and program services that promote literacy, employability, sobriety and accountability to crime victims, thereby reducing the likelihood of relapse, revocation and recidivism and increasing the likelihood the felon population will be law-abiding, productive citizens when their sentence is served and they are released.

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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	599,820.3	657,454.6	818,346.3
Other Appropriated Funds	38,698.2	43,991.7	43,991.7
Other Non Appropriated Funds	40,128.9	35,201.7	32,624.9
Federal Funds	8,045.8	30,136.9	8,312.8
Program total	686,693.2	766,784.9	903,275.7
FTE Positions	9,996.9	9,389.4	10,247.9

DCA 1.1	Subprogram Summary
	SECURITY
Samuel Sublett, Division Director	
Phone: (602) 542-3894	
A.R.S. § 41-1604	

Mission:

To recruit and recognize a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field’s best security practices and proven pre-release programming to prepare for the release and reintegration of ex-offenders as civil, productive citizens.

Description:

Security is no longer a subprogram. Security policies and practices are the responsibility of ADC’s Offender Operations Division.

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	366,021.4	384,308.7	440,927.7
Other Appropriated Funds	461.1	2,939.2	2,939.2
Other Non Appropriated Funds	1,885.5	178.2	290.4
Federal Funds	0.0	20,530.7	0.0
Program total	368,368.0	407,956.8	444,157.3
FTE Positions	7,695.3	7,160.4	7,992.9

◆ **Goal 1** To enhance safety and security practices

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of escapes of inmates from any location	5	0	0	0
Explanation: Includes escapes from both state and private prisons, both within secure perimeters of prisons and exterior work crews.				
Number of inmate on staff major assaults per 1,000 inmates	n/a	.06	.05	.04
Explanation: Major assault means assault with weapon.				
Number of inmate on staff minor assaults per 1,000 inmates	n/a	.43	.42	.40
Explanation: Minor assault means assault without weapon				
Number of total inmate on staff assaults per 1,000 offenders	.61	.49	.45	.40
Number of monthly inmate on inmate assaults per 1,000 inmates	2.0	1.6	1.9	1.8
Explanation: This measure includes assaults with and without weapons				
Number of major disturbances	1	9	0	0
Number of minor disturbances	6	23	0	0
Percent of eligible inmates placed in appropriate work assignments	n/a	79	100	100
Percentage of major rule violations reduced	n/a	9.5	5.0	5.0
Number of drugs/paraphernalia brought into prisons	n/a	14	0	0

◆ **Goal 2** To increase core competencies of Correctional Officer Series

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of correctional series staff passing annual core competency test and demonstrating abilities through practical applications	n/a	98	99	100

◆ **Goal 3** To reduce drug and alcohol use by incarcerated inmates

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of inmate population testing negative for drugs and alcohol	97.41	93.76	96.00	97.00

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Percent of total inmate population randomly tested for drugs and alcohol each month n/a 15 15 15

◆ **Goal 4** To reduce percentage of supervised offender arrested for committing new felony and misdemeanor crimes while under active community supervision

Performance Measures: FY 2004 Actual FY 2005 Actual FY 2006 Estimate FY 2007 Estimate

Percent of offenders arrested for new felony crimes and misdemeanors per month .91 0.9 1.4 1.3

Explanation: FY 05 actual was exceptionally low in comparison with previous years. The FY 06-07 estimates accurately depict the expected results for FY 06-07. If the FY 05 figure proves to be consistent, future estimates will be adjusted.

◆ **Goal 5** To reduce the percentage of offenders arrested for committing technical violations while under community supervision

Performance Measures: FY 2004 Actual FY 2005 Actual FY 2006 Estimate FY 2007 Estimate

Percent of offenders arrested for technical violations per month 4.5 1.0 2.5 2.4

Explanation: FY 05 actual was exceptionally low in comparison with previous years. The FY 06-07 estimates accurately depict the expected results for FY 06-07. If the FY 05 figure proves to be consistent, future estimates will be adjusted.

◆ **Goal 6** To reduce percentage of offenders who abscond while under community supervision

Performance Measures: FY 2004 Actual FY 2005 Actual FY 2006 Estimate FY 2007 Estimate

Percent of offenders under community supervision who absconded with warrants completed per month n/a 3.3 2.0 1.9

Explanation: Did not achieve FY 05 estimate but expected to achieve during FY 06

◆ **Goal 7** To increase percentage of inmates who successfully complete their community supervision term that participated in the Transition Program.

Performance Measures: FY 2004 Actual FY 2005 Actual FY 2006 Estimate FY 2007 Estimate

Percent of inmates who successfully completed their community supervision term that participated in the Transition Program n/a 59.0 61.5 64.0

Explanation: The estimate for FY 05 was based on a percentage decrease. However, only a baseline was established which was 59 percent. Future estimates will indicate actual percentages of offenders that completed the program.

◆ **Goal 8** To increase percentage of inmates who successfully complete their community supervision term that completed the Return to Custody TOTL program

Performance Measures: FY 2004 Actual FY 2005 Actual FY 2006 Estimate FY 2007 Estimate

Percent of inmates who successfully completed their community supervision term that completed the Return to Custody TOTL program n/a 42.0 44.5 47.0

Explanation: The estimate for FY 05 was based on a percentage increase. However, only a baseline was established which was 42 percent. Future estimates will indicate actual percentages of offenders completing the program.

DCA 1.2 **Subprogram Summary**
INSPECTIONS AND INVESTIGATIONS
Douglas Macfarlane, Division Director
Phone: (602) 364-3808
A.R.S. § 41-1604

Mission:

To recruit and recognize a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field's best security practices and proven pre-release programming to prepare for the release and reintegration of ex-offenders as civil, productive citizens.

Description:

Inspections and Investigations is no longer a subprogram. Inspections and Investigations are the responsibility of ADC's Office of the Inspector General, Support Services Division.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	7,333.1	6,444.1	6,477.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	154.6	74.9	0.0
Federal Funds	87.9	302.5	5.7
Program total	7,575.6	6,821.5	6,482.8
FTE Positions	142.0	122.0	122.0

◆ **Goal**

DCA 1.3 **Subprogram Summary**
INMATE EDUCATION, TREATMENT, AND WORK PROGRAMS
Steven Ickes, Division Director
Phone: (602) 364-3234
A.R.S. § 41-1604, 1604.02, 41-1623

Mission:

To recruit and recognize a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field's best security practices and proven pre-release programming to prepare for the release and reintegration of ex-offenders as civil, productive citizens.

Description:

Inmate Education, Treatment, and Work Programs is no longer a subprogram. These programs are the responsibility of ADC's Program Services Division.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	14,351.1	17,693.6	19,424.5
Other Appropriated Funds	1,801.0	2,128.2	2,128.2
Other Non Appropriated Funds	29,757.0	34,378.2	32,174.2
Federal Funds	1,086.5	2,392.6	1,433.9
Program total	46,995.6	56,592.6	55,160.8
FTE Positions	519.0	433.5	459.5

◆ **Goal 1** To improve efficiency of inmate intake process

Performance Measures: FY 2004 Actual FY 2005 Actual FY 2006 Estimate FY 2007 Estimate

Percent of inmates identified, fingerprinted, photographed, assessed for STG/vulnerability issues and have a file initiated n/a 100 100 100
Percent of inmates who leave intake with corrections plan n/a 0 50 100

Explanation: The new plan was not implemented in FY 2005 but is expected to be in place by Jan 2006. Therefore, the target for the entire FY 2006 is 50%. However, beginning March 30, 2006 target will be 100%.

Percent of inmates who completed test battery on day two of processing n/a 100 100 100

◆ **Goal 2** To increase number of inmates achieving 8th grade Functional Literacy

Performance Measures: FY 2004 Actual FY 2005 Actual FY 2006 Estimate FY 2007 Estimate

Percent of eligible inmates placed in Functional literacy class n/a 100 100 100
Percent of assessed inmates that achieved 8th literacy standard n/a 63 72 73

◆ **Goal 3** To ensure eligible inmates under age 22 will receive special education

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Percent of inmates assessed within 30 days of entry into formal substance abuse treatment program	n/a	70	100	100
Percent of inmates in special education within 21 days of intake	n/a	100	100	100					
◆ Goal 4	To increase number of inmates graduating with GED				◆ Goal 13	To reduce drug and alcohol use of inmates participating in formal substance abuse treatment programs			
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
# GED graduates	1,433	3,125	2,500	3,000	Percent of offenders completing a urine analysis that tested negative	n/a	99	90	90
Explanation: FY 05 actual was substantially higher than previous years due to efforts to eliminate backlog of GED eligible inmates. Once a plateau is reached, the number of GED grads will level out. Also, due to a testing discrepancy, GED testing was suspended in July and has not yet resumed. Estimates for FY 06-07 are accurate considering all of these issues.					◆ Goal 14	To ensure that upon completion of the Women in Recovery or Men in Recovery program, offenders released into the community will remain drug free			
◆ Goal 5	To increase inmate completion of Work-Based Education programs				Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Percent of offenders who tested negative for at least 90 days after release into community from Women in Recovery or Men in Recovery program	n/a	93	94	94
Percent of participating inmates who completed Work-based Education (WBE) program in designated time frame	n/a	88	80	87	◆ Goal 15	To increase the number of graduates from formal substance abuse treatment programs.			
Explanation: FY 05 actual was substantially higher than FY 04 due to increase in GED graduates, now eligible for WBE programs. These programs are still being restructured. The estimates for FY 06-07 are realistic until new programs are implemented and classrooms can be filled to capacity.					Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
◆ Goal 6	To maximize utilization rates for Functional Literacy and Work Based education				Percent of inmates who graduated from formal substance abuse treatment programs	n/a	69	90	90
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	◆ Goal 16	To provide cost effective constitutionally mandated healthcare for incarcerated inmates			
Maintain utilization rate for functional literacy at above 90%	n/a	91	90	90	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Explanation: Although FY 05 realized a 91% actual, 90% or above is a realistic measure of seat utilization. This allows for empty seats due to institutional processes, sick call, lockdowns, etc.					Average daily healthcare cost per inmate	n/a	8.54	9.04	9.49
Increase to and maintain 90% utilization rate for Work Based education programs	n/a	85	90	90	Percent of inmates seen for chronic care conditions appointments	n/a	29	60	70
◆ Goal 7	To provide work opportunities for inmates through ACI				Explanation: This is a new measure effective FY 2006. Baseline established in 05. Implementation of new health services action plan expected to result in higher percentage of monitoring for chronic care conditions in FY 06 and beyond.				
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Percent of inmates whose diabetes is in control	n/a	45	60	65
Percentage of programmable inmate population worked in ACI work programs	6.53	6.50	7.50	7.50	Explanation: This is a new measure effective FY 2006				
◆ Goal 8	To increase number of new industries and business activities				◆ Goal 17	To provide medically necessary in-patient hospital care while assessing appropriate utilization and reducing costs whenever possible			
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of new partners or ACI owned and operated businesses	3	3	2	2	Number of days of in-patient hospital care	n/a	8.63	6.00	5.70
◆ Goal 9	To maintain annual revenue sufficient to support 7.5% of inmate population working for ACI and fund training (WBE) programs at a \$500,000 level.				◆ Goal 18	To improve general health of inmate population through comprehensive services, patient education, and effective provider-patient communication			
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total dollar annual revenue (in millions)	20.0	25.5	26.7	29.4	Percent reduction of medical grievance appeals	n/a	27	10	5
Dollar amount (in thousands) net income from all prison operations	484	1,300	500	500					
Explanation: target not increased due to anticipation of increased expenses; i.e., reduced prices of products for ADC, capitol equipment purchases and impact of damage due to monsoon.									
◆ Goal 10	To increase inmate involvement in religious activities				<div style="border: 1px dashed black; padding: 10px;"> <p>DCA 1.4</p> <p style="text-align: center;">Subprogram Summary</p> <p style="text-align: center;">HEALTH CARE</p> <p>Steven Ickes, Division Director</p> <p>Phone: (602) 364-3234</p> <p>A.R.S. § 31-201.01, 41-1604</p> </div>				
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					
Percent of inmates involved in organized religious activities	n/a	28	35	40	Mission:	<i>To recruit and recognize a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field's best security practices and proven pre-release programming to prepare for the release and reintegration of ex-offenders as civil, productive citizens.</i>			
◆ Goal 11	To increase faith group representation through use of volunteers				Description:	Health Care is no longer a subprogram. Health services are the responsibility of ADC's Program Services Division.			
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					
% increase of religions represented	n/a	20	n/a	n/a					
Explanation: This will no longer be a measure effective FY 2006									
◆ Goal 12	To ensure that all inmates entering in-house formal substance abuse treatment programs will be assessed for development of treatment plan								
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	99,845.1	77,875.4	111,414.7
Other Appropriated Funds	1,586.4	10,250.0	10,250.0
Other Non Appropriated Funds	105.2	18.9	0.0
Federal Funds	0.0	0.0	0.0
Program total	101,536.7	88,144.3	121,664.7
FTE Positions	823.0	786.5	786.5

◆ **Goal**

DCA 1.5	<p>Subprogram Summary PRIVATE PRISONS</p> <p>Sam Sublet, Division Director Phone: (602) 542-3894 A.R.S. § 41-1604, 1604-02</p>
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Mission:

To recruit and recognize a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field's best security practices and proven pre-release programming to prepare for the release and reintegration of ex-offenders as civil, productive citizens.

Description:

Private Prisons is no longer a subprogram. Responsibilities and practices of Private Prisons is the responsibility of ADC's Offender Operations Division.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	36,390.1	50,969.1	108,528.6
Other Appropriated Funds	6,539.3	28,674.3	28,674.3
Other Non Appropriated Funds	1,953.9	114.8	114.8
Federal Funds	0.0	0.0	0.0
Program total	44,883.3	79,758.2	137,317.7
FTE Positions	27.0	30.0	30.0

◆ **Goal**

DCA 1.6	<p>Subprogram Summary PRISON MANAGEMENT AND SUPPORT</p> <p>Sam Sublet, Division Director Phone: (602) 542-3894 A.R.S. § 41-1604</p>
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Mission:

To recruit and recognize a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field's best security practices and proven pre-release programming to prepare for the release and reintegration of ex-offenders as civil, productive citizens.

Description:

Prison Management and Support is no longer a subprogram.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	75,879.5	120,163.7	131,573.7
Other Appropriated Funds	28,310.4	0.0	0.0
Other Non Appropriated Funds	6,272.7	436.7	45.5
Federal Funds	6,871.4	6,911.1	6,873.2
Program total	117,334.0	127,511.5	138,492.4
FTE Positions	790.6	857.0	857.0

◆ **Goal 1** To forecast inmate population growth.

Performance Measures:

	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Average daily inmate population	31,367	32,393	34,888	34,231
Average daily bed deficit	2,801	2,112	2,161	3,315

DCA 2.0	<p>Program Summary COMMUNITY CORRECTIONS</p> <p>Sam Sublet, Division Director Phone: (602) 542-3894 A.R.S. § 41-1604</p>
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Mission:

To recruit and recognize a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field's best security practices and proven pre-release programming to prepare for the release and reintegration of ex-offenders as civil, productive citizens.

Description:

Community Corrections is no longer a separate program. It is part of ADC's Offender Operations Division.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	7,750.9	7,709.7	9,230.4
Other Appropriated Funds	0.0	1,201.4	701.4
Other Non Appropriated Funds	3,508.4	3,597.8	3,623.8
Federal Funds	0.0	0.0	0.0
Program total	11,259.3	12,508.9	13,555.6
FTE Positions	150.0	153.0	155.0

◆ **Goal**

DCA 3.0

Program Summary
ADMINISTRATION

Douglas Macfarlane, Division Director
Phone: (602) 542-1160
A.R.S. § 41-1602, 41-1604

Mission:

To recruit and recognize a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field's best security practices and proven pre-release programming to prepare for the release and reintegration of ex-offenders as civil, productive citizens.

Description:

The Department serves and protects the people of the State by incarcerating inmates in its correctional facilities, and supervising released offenders in the community in keeping with the field's best practices notably periodic needs and risk assessments and commensurate levels of supervision and program services that promote literacy, employability, sobriety and accountability to crime victims, thereby reducing the likelihood of relapse, revocation and recidivism and increasing the likelihood the felon population will be law-abiding, productive citizens when their sentence is served and they are released.

(Thousands)

Funding and FTE Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	24,635.3	32,448.1	36,178.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,969.1	5,016.4	5,182.8
Federal Funds	21,817.0	33.3	32.0
Program total	51,421.4	37,497.8	41,393.5
FTE Positions	295.0	300.5	300.5

◆ **Goal 1** To ensure agency personnel are knowledgeable and proficient in the Department's core competencies and all units and sections consistently comply in full with essential policies and procedures.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Increase average test score by 2 percent each year	n/a	84	78	80
Explanation: Target estimates changed to reflect actual test score, not increased percentage. FY 2005 estimate was 76 percent. Although FY 05 actual was 84 percent, estimates for FY 06-07 will remain lower as the past year's results were substantially higher than FY 04. If scores are sustained, will increase future estimates.				
Correctional supervisors average percentage score on core competency test	n/a	89	78	80
Explanation: This is a new measure. FY 05 estimate was 76 percent. FY 2005 estimate was 76 percent. Although FY 05 actual was 89 percent, estimates for FY 06-07 will remain lower as the past year's results were substantially higher than FY 04. If scores are sustained, will increase future estim.				
Percentage BRP and OFI assignments completed and sustained	n/a	85	100	100
Explanation: This is a new measure. FY 05 estimate was 100 percent				
Percentage of Field Training Officers (FTO) completing FTO recertification annually	n/a	n/a	50	60
Explanation: This is a new measure				

◆ **Goal 2** To provide a continuum of supervision strategies, evidence-based program services and meaningful incentives and sanctions that eliminate idleness and productively engage all programmable offenders.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of newly hired Correctional Officer III's participating in 40 hours of OJT within 90 days	n/a	n/a	50	75
Explanation: This is a new measure.				

Percent of newly promoted Correctional Officer III's completing Academy within 90 days	n/a	48	85	87
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Explanation: This is a new measure. FY 05 estimate was 80 percent.

◆ **Goal 3** To ensure that interactions between and among staff and offenders are appropriate and professional.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of newly promoted supervisors who completed Professional Development Program (PDP) within 180 days of hire or promotion	n/a	64	85	90
Explanation: This is a new measure. FY 05 estimate was 80 percent.				
Percentage of newly promoted sergeants who completed Sergeant Leadership Academy (SLA) within 90 days of promotion	n/a	67	85	90
Explanation: This is a new measure. FY 05 estimate was 80 percent.				
Percentage of staff who complete the pre-promotional development program guidelines	n/a	n/a	.01	.03
Explanation: This is a new measure.				
Percentage of correctional staff assigned to Level 1, 2, and 3 units receiving Direct Supervision Academy	n/a	5	50	75

Explanation: This is a new measure

◆ **Goal 4** To ensure that programmable inmates acquire sufficient skill sets and realistic pre-release preparation throughout their sentence to ADC to rejoin their communities as civil and productive ex-offenders and remain crime-free and self-sustaining

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of all staff receiving Parallel Universe curriculum	n/a	30	50	75
Explanation: This is a new measure. FY 05 estimate was 25 percent.				

◆ **Goal 5** To recruit and retain a qualified, professional, and diverse correctional workforce, and recognize staff's contributions to the actualization of the department's vision and achievement of its mission.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of Correctional Officers receiving 80 hours of OJT within one week of academy graduation	n/a	61	90	92
Explanation: This is a new measure. FY 05 estimate was 75 percent.				
Annual reduction of employee formal grievances	n/a	174	171	168
Explanation: This is a new measure. Established baseline in FY 05.				
Percentage of sergeants completing OJT within 90 days of promotion	n/a	45	75	80
Explanation: This is a new measure. FY 05 estimate was 50 percent.				
Total percentage of staff that receive tuition assistance funds	n/a	.01	10	15
Explanation: This is a new measure. FY 05 estimate was 5 percent.				

◆ **Goal 6** To continue state-of-the-art pre-service, in-service and career development training programs that prepare the ADC workforce to assume and perform their duties with excellence.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of grade 20 and above staff that have begun career planning	n/a	n/a	10	15
Explanation: This is a new measure				
Percentage of staff with inmate contact completing 40 hours of in-service training	n/a	10	87	89
Explanation: This is a new measure.				
Percentage of non-inmate contact staff completing mandated in-service training	n/a	36	87	89
Explanation: This is a new measure.				
Number of staff that completed ACA certifications	n/a	n/a	100	125
Explanation: This is a new measure				
Percent of ADC staff assigned to tactical units that completed approved academy	n/a	58	90	92
Explanation: This is a new measure. FY 05 estimate was 70 percent.				

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Improve management and line staff communication by attending communication classes n/a 30 87 89

Explanation: This is a new measure. Baseline was established for FY 05.

◆ **Goal 7** To ensure that all inmates are involved in victim-focused activities that promote awareness and understanding of the impact of their criminal conduct on crime victims and make amends to crime victims for their unlawful behavior

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Percentage of staff receiving training on Victims' Services and Restorative Justice concepts	n/a	63	87	89
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Explanation: This is a new measure. FY 05 estimate was 25 percent.

◆ **Goal 8** To ensure that victims receive meaningful and effective services

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Percent of victim requests and packets sent	n/a	100	100	100
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Explanation: This is a new measure. There were 1,395 victim requests and packets sent in FY 2005

Percent of victim notifications sent timely	n/a	100	100	100
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Explanation: This is a new measure. 21,422 victim notifications were sent during FY 2005

Percent of Crime Victims that receive direct services via phone, in person or written correspondence	n/a	100	100	100
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Explanation: This is a new measure.

◆ **Goal 9** To increase opportunities for inmate involvement in victim focused activities

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Increase in number of new opportunities monthly for inmate involvement in victim focused activities	n/a	4	3	4
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Explanation: This is a new measure. There were a total of 45 new opportunities created in FY 2005.

Increase in number of opportunities during month to promote victim services within ADC and in the community	n/a	3	3	3
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Explanation: This is a new measure. There were a total of 31 new opportunities during FY 2005.

◆ **Goal 10** To provide services to staff in the workplace who are victims of crime

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Percent of ADC staff who are crime victims receiving services	n/a	100	100	100
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Explanation: This is a new measure.



CBA 0.0

Agency Summary
BOARD OF COSMETOLOGY

Sue Sansom, Executive Director
Phone: (480) 784-4539
A.R.S. 32-501 et seq.

Mission:

To ensure the public health, welfare, and safety through education and enforcement of the cosmetology laws and rules by the regulation of salons, schools, and individuals who practice Cosmetology.

Description:

The Board of Cosmetology, mandated to protect the public, issues 12 categories of licenses to individuals who qualify by reciprocity or through the Board's administration of a written and practical examination to salons and to schools. The Board enforces regulation by inspections, investigates consumer complaints, conducts hearings and imposes enforcement action when appropriate.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,555.1	1,613.2	1,510.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,555.1	1,613.2	1,510.0
FTE Positions	24.5	24.5	24.5

Strategic Issues:

Issue 1 *Need paperless office as far as practical*

The Agency has banks of files; files stores in boxes; and files stored at Library, Archives and Public Records and needs to image or destroy hard files. The imaging system was not funded; therefore, the Agency needs to secure electronic applications and discontinue use of hard files as much as possible. A careful review will help in determining procedures for a new retention format and schedule. Emphasis will be placed on electronic applications and renewals along with other services, and there will be encouragement to use on-line facilities rather than mail and paper. The Board has promulgated a new rule which will allow an unofficial review of examination applications before a student graduates. This will give the student sufficient time to select and schedule their own examination date electronically therefore eliminating a paper application.

Issue 2 *Need additional staff to accommodate Arizona's licensee population increases.*

Growth was anticipated without increased FTEs because of the planned IT implementations; however, the number of increased licensees was not considered. The Agency has done more with less time and again, but has reached the maximum amount that can be done without increased staffing. Two additional FTEs are needed to administer examinations and one additional FTE is needed to process and batch electronic license renewals.

Issue 3 *Need to provide the Board with a better means of receiving information regarding the monthly Board meetings.*

The Board meetings have been systemized repeatedly to accommodate cumbersome agendas which can involve more than 250 complaints to be dealt with at each meeting including accompanying paperwork and other agenda items. It is not cost effective to continue using agency resources to copy and buy paper and postage to send large packages to the Board. The Agency needs to provide the information via laptop computers and CDs or electronic mail.

Issue 4 *Need computer and professional training of employees.*

Increased efficiency can only occur when staff receives constant training to use equipment and technology.

Issue 5 *Need to update and replace IT equipment and software.*

In order to retain the efficiency required of our systems and keep software up-to-date with the rapid changes of technology, a specific replacement schedule must be maintained. Computers, servers, software, postage systems, screens, e-licensing system, and support inventory must receive ongoing updates and replacements.

Issue 6 *Need a workable and realistic Business Continuity and Disaster Recovery Plan.*

Resources must be available and assigned to create, continually improve, and monitor the Business Continuity and Disaster Recovery Plan as required by state and federal governments.

Issue 7 *Need increased salaries, employee recognition, and rewards for staff retention.*

Due to the eight years that staff has worked without additional (or at best, very minimal) take home pay, stability and satisfaction of employees is eroding. The Agency must provide incentives to retain trained and loyal staff. The Agency has exhausted its ability to keep staff satisfied at current rates of pay.

Issue 8 *Need to make monthly classes offered at the Board offices available electronically.*

Currently, the Board offers Infection Protection and Law Review classes, needed to fulfill Board orders and public interest, at its offices one time per month. These classes require two staff members and several hours of a participant's time. This time requirement would be partially eliminated by making the courses available electronically.

Issue 9 *Need to continue participation with external partners.*

These partners include health groups, Internal Revenue Service (for small business participation), Cut It Out (in partnership with Attorney General, Terry Goddard), National Interstate Council of State Boards of Cosmetology, National Accreditation Commission of Cosmetology Arts and Sciences, Professional Beauty Association, and others. All require travel to meetings and/or electronic participation at the very least.

◆ **Goal 1** To establish standards for the professional practice of cosmetology and sufficiently serve the market demand for qualified cosmetology professionals.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average calendar days from receipt of completed application to issuance of license	22	15	10	10
Total individuals and establishments licensed	77,600	83,220	83,000	84,000

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total inspections conducted	n/a	4,384	8,000	8,000
Total complaints and application denials	1,800	2063	1,900	2,000

◆ **Goal 3** To educate the consumers and cosmetology professionals about their rights, resolutions, and responsibilities among the cosmetology community, the public, and the Board by delivering courteous, efficient, cost-effective service to the citizens, owners, and employees of state government.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Educational opportunities offered to the public in class or over the Internet	25	24	on-line	on-line

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



JCA 0.0

Agency Summary
CRIMINAL JUSTICE COMMISSION

John A. Blackburn, Jr., Executive Director
Phone: (602) 364-1146
A.R.S. § 41-2401

Mission:

To sustain and enhance the cohesiveness, the effectiveness, and the coordination of the criminal justice system in Arizona; to monitor the criminal justice system and identify needed revisions to the system; to monitor existing criminal justice statutes and proposed or new criminal justice statutes and identify needed revisions in the statutes or proposed legislation; to acquire and administer designated funds for the enhancement of specified criminal justice programs and activities in the State of Arizona; and to make reports on these activities and functions.

Description:

The Arizona Criminal Justice Commission is a nineteen-member, statutorily-authorized entity which is mandated to carry out various coordinating, administrative, management, monitoring, and reporting functions regarding the criminal justice system in Arizona. The nineteen Commission members are appointed by the Governor, according to statutory guidelines, and represent the various elements of the criminal justice system in the State. Ten of the nineteen are county or local elected officials and the remainder are appointed criminal justice agency heads. In addition to its statutorily-mandated duties, the Commission is the state agency responsible for the acquisition of several formula criminal justice grants each year and for the management, administration, and reporting on these federal grants. The Commission generates reports regarding the Criminal Justice Records Improvement Program and State Identification Program grants to the US Department of Justice, Bureau of Justice Assistance and the National Criminal History Improvement Program to the Bureau of Justice Statistics. The Commission also develops and publishes an annual records improvement plan.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ AGENCY MANAGEMENT	833.4	931.1	914.7
➤ CRIME VICTIMS	5,002.7	5,471.5	4,935.6
➤ STATISTICAL ANALYSIS CENTER	538.2	591.4	566.4
➤ CRIMINAL JUSTICE SYSTEM IMPROVEMENT	13,507.5	16,731.4	17,678.9
➤ CRIME CONTROL	2,454.6	6,157.6	4,920.1
Agency Total	22,336.4	29,883.0	29,015.7

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,137.0	1,302.0	1,302.0
Other Appropriated Funds	5,525.5	6,146.4	5,662.9
Other Non Appropriated Funds	2,869.5	9,682.3	11,622.9
Federal Funds	12,804.4	12,752.3	10,427.9
Program total	22,336.4	29,883.0	29,015.7
FTE Positions	27.3	28.3	28.3

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 \$34 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 four years and would continue to seek funds for the fifth year. This strategic issue ties with the critical funding issue submitted in the FY06/07 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	312.5	310.0	293.6
Other Non Appropriated Funds	295.2	355.6	355.6
Federal Funds	225.7	265.5	265.5
Program total	833.4	931.1	914.7
FTE Positions	11.0	11.0	11.0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of agency legislative events	200	180	200	200
Number of criminal justice lobbyist meetings coordinated	30	25	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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Generate and execute contracts, working agreements and other routine fund distribution and expenditure functions	188	200	200	200

◆ **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.

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Organize, support and conduct meetings under the Commission responsibility to produce effective results	120	120	120	120
Conduct liaison with congressional and legislative officials and other officials at all levels of federal, state, county, and municipal governments that produce coordination, cooperation and effective outcomes	100	110	100	100

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Develop, continuously refine and sustain the implementation of a criminal justice records improvement program for the criminal justice system in AZ	100	100	100	100
Develop, implement and operate data and information producing programs and processes on crime activity and the criminal justice system in AZ	100	100	100	100
Accurately and successfully publish, distribute reports containing reliable info and data on crime activity and the criminal justice system in AZ	100	100	100	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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent completion of statutory mandates regarding Commission duties, responsibilities and mandates	100	100	100	100
Collect and analyze data, conduct research and evaluation, and publish reports regarding the criminal justice system	100	100	100	100

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of required reports published	15	15	15	15

JCA 2.0

Program Summary
CRIME VICTIMS

Tony Vidale, Crime Victims Program Manager
Phone: (602) 364-1146
A.R.S. § 41-2407 et. seq.

Mission:

To administer the Crime Victims Programs under the authority of the Arizona Criminal Justice Commission in a reliable and accurate manner which provides support to all agencies that assist and compensate the victims of crime.

Description:

The Crime Victims Program administers the Arizona Crime Victim Compensation Fund, the Arizona Crime Victim Assistance Fund, and the Office of Justice Programs, Office for Victims of Crime, Victims of Crime Act (VOCA) victim compensation grant. The funds are disseminated on a state-wide basis through a grant and formula allocation to public and private service providers and operational units. These provide financial assistance, services, and reimbursement to victims of crime. This program also monitors all victim-related legislation on both the federal and state levels and disseminates this information to victim advocates and programs.

(Thousands)

Funding and FTE

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,794.2	4,130.7	3,630.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,208.5	1,340.8	1,304.9
Program total	5,002.7	5,471.5	4,935.6
FTE Positions	3.3	4.3	4.3

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Obtain increased spending authority for the crime victim compensation program	3m	3m	2.75m	2.5m
Increase in compensation awards reported by Operational units	2.5m	2.8m	2.5m	2.1m
Increase in eligible benefits available to crime victims	3m	3m	2.75m	2.5m

◆ **Goal 2** To effectively manage the allocation and administration of Crime Victim Compensation Funds.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Continuity of administration in the 15 counties	15	15	15	15
Percent of counties in which case reviews completed	100	80	100	100
Percent of cases reviewed showing no deficiencies	85	90	95	95
Percent of programs reviewed reflecting compliance with certified assurances and fiscal management practices	100	100	100	100

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Applicants requesting funds	61	50	52	52
Grants awarded in a timely manner to victim services providers	46	42	40	40
Number of site visits completed	29	31	30	30
Program audits reflecting no deficiencies	29	31	30	30

Program single audits reflecting compliance with Administrative Rules 29 31 30 30

◆ **Goal 4** To provide an organized forum for the discussion of victim issues, needs, gaps in services, and available resources.

JCA 3.0	Program Summary
	STATISTICAL ANALYSIS CENTER
	Steve Ballance, 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	25.0	0.0
Other Non Appropriated Funds	181.8	183.8	183.8
Federal Funds	356.4	382.6	382.6
Program total	538.2	591.4	566.4
FTE Positions	6.5	6.5	6.5

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Studies/research projects proposed by internal and external customers	30	30	30	30
Number of studies/reports completed and published	15	15	15	15
Requests for completed research products from external customers	100	100	100	100
Public and media data requests processed	20	20	20	20
Legislative and policy-maker data requests processed	150	150	150	150

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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,137.0	1,302.0	1,302.0
Other Appropriated Funds	1,404.7	1,679.0	1,736.9
Other Non Appropriated Funds	1,453.4	5,337.4	7,914.8
Federal Funds	9,512.4	8,413.0	6,725.2
Program total	13,507.5	16,731.4	17,678.9
FTE Positions	3.0	3.0	3.0

◆ **Goal 1** To establish and publish technology and data standards for criminal justice agencies of the state within 3 years.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Meetings conducted annually	10	20	15	15

◆ **Goal 2** To improve disposition reporting of each county to the central repository each year.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Meetings coordinated by records coordinator in the counties annually	8	3	10	10
Percent decrease of total dispositions rejected in each county by the central repository	unk	unk	5	5

◆ **Goal 3** To introduce legislation to change/improve criminal history reporting as needed.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Bills submitted to Legislature	0	0	1	1
Bills passed by the Legislature for the improvement of criminal history record reporting	0	0	1	1

◆ **Goal 4** To administer, monitor, and evaluate grant projects on a continual basis.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Site visits to grantee agencies	23	20	25	25
Assistance provided to grantee agencies	32	50	35	40

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Program progress and financial reports received on a quarterly basis from each grantee agency to monitor progress and ensure funding expenditure occurs prior to grant expiration date

- ◆ **Goal 5** To develop a strategic plan and allocation plans for utilization of available funds on an annual basis to assist in the completion of records plan.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Grants awarded to agencies for improvement of criminal justice/history records	33	15	20	21

- ◆ **Goal 6** To apply for available funds from federal Justice Department agencies.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of grant applications forwarded to proper agencies	5	5	8	8
Number of grant awards provided to the Commission by the various granting agencies	4	6	7	7
Number of applicants requesting funding	35	60	35	35

- ◆ **Goal 7** To seek the ability for law enforcement and prosecutors to access the status of laboratory analysis of evidence submitted to DPS and local laboratories.

- ◆ **Goal 8** To have State Integrated Justice Information System data current, complete and accurate on domestic violence and protection order information and available to law enforcement.

- ◆ **Goal 9** To have juvenile probation information from the Juvenile On Line Tracking System (JOLTS) available to law enforcement within 2 minutes, with a status currency of 24 hours.

- ◆ **Goal 10** To have adult probation information available to law enforcement within 2 minutes, with a status currency of 24 hours.

- ◆ **Goal 11** To complete pilot integration project in Coconino County, Arizona to use as a model for integration for small and medium sized counties within the State.

JCA 5.0

Program Summary
CRIME CONTROL

Kathy Karam, Crime Control Program Manager
Phone: (602) 364-1146
A.R.S. § 412402

Mission:

To enhance and coordinate the funded efforts to deter, investigate, prosecute, adjudicate, and punish drug, violent crime, and criminal street gang offenders.

Description:

The program administers the federally funded Edward Byrne Memorial Justice Assistance Grant (Byrne JAG Grant Program), a congressionally consolidated local law enforcement program in 2004 previously known as Edward Byrne memorial State and Local law Enforcement Assistance Grant Program and the Local Law Enforcement Block Grant Program (LLEBG). This grant program provides enhanced funding to state and local law enforcement and related agencies to carry out the purposes set forth under A.R.S. §41-2402. The Arizona Criminal Justice Commission is designated as the State Administrative Agency (SAA) for this program. In 1996 The Arizona Criminal Justice Commission was also designated as the State Administrative Agency for the Residential Substance Abuse Treatment Grant Program. This program also administers a number of state grant programs, including Obscenity Prosecution grants, Aggravated Domestic Violence Prosecution grants, Gang Prosecution grants, and Sexual Exploitation of Children Investigation and Prosecution grants.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	14.1	1.7	1.7
Other Non Appropriated Funds	939.1	3,805.5	3,168.7
Federal Funds	1,501.4	2,350.4	1,749.7
Program total	2,454.6	6,157.6	4,920.1
FTE Positions	3.5	3.5	3.5

- ◆ **Goal 1** To distribute all appropriated funds to the various County Attorneys as provided by statute.
- ◆ **Goal 2** To collect information from all county attorneys on their use of funds and complete an annual report.
- ◆ **Goal 3** To distribute appropriated funds to the various indigent defense agencies and contract indigent defense counsel as required by state statute.
- ◆ **Goal 4** To collect information from various indigent defense agencies and contract indigent defense counsel on use of funds and complete an annual report.
- ◆ **Goal 5** 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Grants identified, applications submitted and approved by funding authorities	10	4	4	4
Submissions for grant funding submitted to the Arizona Criminal Justice Commission	217	225	230	235
Number of grants awarded to applicant agencies by the Commission	188	220	225	230
Number of arrests made by grant-funded task forces	3,322	4472	4500	4510

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Convictions reported by grant-funded prosecution projects	19611	18216	18250	18260
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	65	65	80	80
Federal grantor agency conferences, workshops and planning sessions attended by Commission staff	1	2	2	2
Complaints received by Commissioners regarding actions by the Commission staff in the administration of subgrants	0	0	0	0
Percent of complete, accurate reports submitted on or before due dates	100	100	100	100

◆ **Goal 6** To apply for available Federal funds in such program areas as DNA testing, improved records systems, criminal justice infrastructure systems, and other programs as may be available.



SDA 0.0
Agency Summary
 ARIZONA STATE SCHOOLS FOR THE DEAF AND THE BLIND
 Dr. Harold E. Hoff, Superintendent
 Phone: (520) 770-3704
 A.R.S. 15-1300 et. Seq

Mission:

To work together with the parents, school districts, advocacy organizations, business and community members to create nurturing environments in which sensory impaired children feel valued, develop their unique abilities, strive to achieve academic excellence, and develop skills to help students become productive and responsible members of society. This mission is based upon the belief that all children with sensory impairments can learn and that every effort must be made to ensure that students are provided with a thorough and efficient education in a safe environment where students can fulfill their academic potential.

Description:

The Arizona State Schools for the Deaf and the Blind (ASDB) consists of a variety of programs that provide education and evaluation to sensory-impaired children and youth from birth to 22 years of age. School-aged children are served in one of the site based schools located in Tucson or Phoenix or in their home school district through one of the five Regional Cooperative programs. In addition to educational and evaluation services, the ASDB Tucson campus provides a residential program. Sensory impaired preschool children are served in both Tucson and Phoenix. Infants and toddlers with vision or hearing loss receive services in their homes throughout the State. ASDB also provides comprehensive evaluation services for a limited number of referred sensory impaired children with multiple disabilities.

Agency Summary:

	(\$ Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ PHOENIX DAY SCHOOL	18,326.4	21,900.6	21,058.4
➤ TUCSON CAMPUS	32,124.2	36,576.8	35,151.8
➤ REGIONAL COOPERATIVES	31,006.6	35,241.6	37,721.2
➤ PRESCHOOL	10,307.8	11,366.8	15,323.4
Agency Total	91,765.0	105,085.8	109,254.8

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	27,354.2	32,346.6	36,175.8
Other Appropriated Funds	27,057.8	29,616.6	28,858.4
Other Non Appropriated Funds	32,942.0	36,953.4	39,554.4
Federal Funds	4,411.0	6,169.2	4,666.2
Program total	91,765.0	105,085.8	109,254.8
FTE Positions	1,774.8	1,732.4	1,771.4

Strategic Issues:

Issue 1 *Fostering the development of parent and community partnerships*
 The Parent Information Network Specialist implemented and coordinated a number of activities to involve more parents with the schools and their child's educational program. Family Literacy Program bringing literacy into the home with the support of tutors. Weekly parent folders to inform parents of learning occurring in the classroom, activities at the school, and events in the community. Improved Parent-School Decision Making Family Weekend an event to bring parents of sensory impaired students together for a weekend of making connections with other parents, making connections with the school, and learning to become advocates for their children. Community Presentations the ASDB PINS works with other PINS and EAPN in presenting information to community organizations and parents regarding advocacy and general information for accessing educational programs. Parent Associations

are active on both site-based campuses. Parent groups provide support and information to other parents regarding the education of students with visual impairment. Parent groups provide support to school events for students in the form of after school activities. Agency staff provides speakers, location, and child care for meetings to occur and to encourage a larger number of parents. ASDB is developing cooperative arrangements with other community agencies to support provision of service to sensory impaired students. ASDB participates in local organizational meetings with other professionals in the education field, in the rehabilitation area, and community businesses to foster cooperation and increased success of students. Several agency employees are members of service organizations to expand ASDB's exposure to the community and to provide service to others. ASDB works with employers to support students in occupations that will be sustainable after graduation. ASDB works, in conjunction with other agencies serving sensory impairment, to increase choices and opportunities for the students. Agencies include SAAVI, CPY, VCD, AFB, 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. An administrative manager has also been hired to oversee the day-to-day operations of the department. Specialists in HR have developed a schedule for visiting ASDB sites outside of Tucson. They are conducting employee meetings to answer questions about benefits, policies, etc.

Issue 3 *Embracing technology into instructional and operational activities of the Agency.*

Educational technology has become a joint effort of the site-based programs. A representative group from both site-based programs worked together to develop an Educational Technology Plan, which was submitted and approved by the Arizona Department of Education. The site-based programs submitted and successfully obtained an Education Technology grant to increase technology knowledge at the teacher and classroom level. Staff attended a variety of technology workshops across the country, returned to the educational programs and presented information to be immediately utilized by teachers. An excess costs grant was written and successfully obtained to purchase assistive technology for use with students with visual impairment and blindness. The Agency database is being centralized for use from anywhere in the state to provide the most up-to-date information on students. The database provides demographic information that can be used for accountability reports. The database will be expanded to include additional information on student progress. An Internet based program called PowerSchool has been implemented at the site-based schools. This allows parents to review their son or daughter's school information from home using a secure password. It also allows parents and teachers to communicate directly via the Internet. The infrastructure of the technology system has been enhanced at the Agency to make communication more effective and efficient. New methods of communication are being provided for Hearing Impaired students through the implementation of a sytemwide video relay system.

Issue 4 *Enhancing recruitment and retention of employees.*

Hiring enough qualified teachers is critical to the success of ASDB. The competition for teachers has become very intense with many districts offering bonuses as well as other incentives. To increase the awareness of potential teachers, ASDB is initiating a national recruiting effort. A fulltime recruiting supervisor has been hired to develop a strategy for managing the recruiting process. The Internet is being used as a means to recruit qualified staff from around the country. Websites offered by the Arizona Department of Education, Jobing.com, and CareerBuilder are a few of the most popular sites. The ASDB website is being modified to make it more user friendly for potential applicants. The selection process has been revamped for principals, directors and supervisors to reflect more consistency, more assessment steps, and greater inclusion of constituents in the selection panel. The department has been reorganized to focus on three areas: hiring, staff services and staff development. The Agency works with several university programs around the country to recruit talented future professionals to ASDB. Presentations are made by ASDB teachers at universities and colleges that have teacher preparation programs to communicate information regarding the Agency and the students served. Student teachers and graduate interns are encouraged to come to ASDB to complete their university program.

Formal presentations and training's are made available during the school year to educate and inform staff regarding employment issues to enhance benefit opportunities. Employee seminars are held to inform staff of current benefits. New employee orientations are held to provide organization and procedural information regarding agency function.

An extensive staff development program has been implemented to educate staff in strategies and techniques to improve student classroom performance. The focus is on developing existing skills, developing new skills, and succession planning. In addition to regularly scheduled staff meetings, larger blocks of time are reserved for more in-depth presentations by outside professionals and staff returning from national conferences.

Issue 5 *Provide leadership and organizational support.*

ASDB Leadership has structured the Agency to create more communication and interaction opportunities between the site-based and cooperative programs consisting of the Northern and Southern Regions. This structure is in response to the creation of a continuum of service for all sensory impaired students. This structure offers the opportunity for fresh interactions among programs and with outside programs and agencies. Interagency agreements have been broadened to increase the provision of service to staff and students, and to increase service to other agency personnel. Interagency interactions with university and community college programs allow students with sensory impairment to access a wider choice of programs. Interagency interactions with university and community college programs allow students to have more choices for their college students for practicum and internship possibilities, and brings specialized services (e.g. audiology) to programs. Interactions with state agencies allow provision of affordable service to clients and staff. Procurement has been centralized to more efficiently meet state procurement law. Training is provided at a variety of leadership levels to promote quality of service to constituents.

ASBA training has been accessed by ASDB Board Members to increase knowledge of board operations and responsibilities.

Advocacy training at a national level has been provided by AER to promote passage of laws affecting persons with blindness.

Intensive training has been obtained in NCLB, IDEA, and MIPS to maximize service to students served at ASDB.

Issue 6 *Enhancing curriculum and instructional accountability.*

Curriculum enhancement has occurred on a variety of levels with all programs served by ASDB. Curriculum Based Measurement is being conducted with students with hearing impairment in conjunction with the University of Minnesota. Quality Programming for the Visually Impaired training is being conducted at all regional cooperatives and at the site-based program in conjunction with Texas School for the Blind. A literacy program has been implemented with young students with hearing impairment and their families to promote increased reading. A curriculum selection process and accompanying textbook purchases have been completed in all site-based programs. Curriculum enhancement activities continue in the areas of science and social studies through History Alive! and Science Alive! trainings. Instructional accountability continues to be a critical focus area of the Agency. A large data based has been collected to compare results of standardized testing with fixed factors. Training is provided for teachers to enhance their use of results from standardized assessment in planning the educational program for their students. The accountability coordinators have created an ongoing dialogue with ADE to obtain test results for those students that require accommodations.

Issue 7 *Restructuring the Agency to enhance efficiency and effectiveness.*

In order to facilitate communication, Internet and e-mail access is available to all agency personnel well as the public. All programs in the Agency are now connected and able to access the Internet for resources. E-mail has increased the ability of staff to communicate across the state and results in faster services to students. The Agency is restructuring the operation of the Early Childhood Program in response to increased demand on a statewide basis. The Birth to Three Program has been assessed and ideas proposed to promote better and increased services to infants and toddlers in home based programs. The Three to Five Program has been assessed to look at how to provide preschool services closer to the students' homes across the state. The Agency is investigating ways to provide services in conjunction with local school districts. A Instructional Council has been established to develop and follow the priorities of the Agency. The Council meets on a monthly basis to bring issues pertinent to the entire agency together in one forum for discussion and planning.

Issue 8 *Providing students and staff with appropriate facilities and compensation.*

A study conducted by the Schools Facilities Board provided conclusions and recommendations for the Agency Building Plan. The SFB assessment concurred that the Phoenix Day School for the Deaf has a significant space deficiency and requires funding when available for the provision and enhancement of services. ASDB-Tucson needs upgrades in virtually all HVAC units and communication system to enhance service to students. To date, none of these issues has been addressed due to the cost of the master plan. ASDB is currently reviewing the instructional needs to provide the foundation for a revised plan that will be more compatible with the current economic conditions. Six satellite programs have been established in elementary schools to serve preschool students with sensory impairments. Additional programs are planned at other local school district locations. They are dependent on the availability of space. 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.

SDA 1.0

Program Summary
PHOENIX DAY SCHOOL

Robert Hill, Ass't Superintendent of Curriculum and Instruction

Phone: (520) 770-3087

A.R.S. 15-1300 et. Seq

Mission:

To create a nurturing environment in which hearing impaired and deaf children feel valued, develop their unique abilities, strive to achieve academic excellence, and develop skills to help them become productive and responsible members of society. This mission is based upon the belief that all children with sensory impairments can learn and that every effort must be made to ensure that students are provided with a complete education in a safe environment where they can fulfill their academic potential.

Description:

PDS 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 274 students aged 5 through 22 who live within the metropolitan Phoenix area to the extent that daily transportation is feasible.

This Program Contains the following Subprograms:

- ▶ Instruction
- ▶ Administration

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	7,769.2	7,984.0	8,282.2
Other Appropriated Funds	7,909.0	9,919.8	9,741.8
Other Non Appropriated Funds	1,333.4	1,391.4	1,391.4
Federal Funds	1,314.8	2,605.4	1,643.0
Program total	18,326.4	21,900.6	21,058.4
FTE Positions	361.6	327.8	327.8

SDA 1.1	Subprogram Summary INSTRUCTION
Robert Hill, Ass't Superintendent of Curriculum and Instruction	
Phone: (520) 770-3087	
A.R.S. 15-1300 et. Seq	

Mission:

To create a nurturing environment in which hearing impaired children feel valued, develop their unique abilities, strive to achieve academic excellence, and develop skills to them become productive and responsible members of society.

Description:

PDSB was established in 1967 and has expanded over the years from its inception as an elementary school to include a middle school and high school. The campus in North-Central Phoenix sits on 14 acres and currently provides educational services to approximately 274 students aged 5 through 22 who live within the metropolitan Phoenix area to the extent that daily transportation is feasible.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,027.2	5,296.8	5,296.8
Other Appropriated Funds	6,617.2	9,058.0	8,918.0
Other Non Appropriated Funds	971.2	1,287.8	1,287.8
Federal Funds	1,287.6	2,582.0	1,619.6
Program total	14,903.2	18,224.6	17,122.2
FTE Positions	302.6	269.0	269.0

◆ **Goal 1** To increase efficiency and effectiveness in the instructional program for students served by ASDB Programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Individual Educational Plans (IEP) with participation of representatives from school districts	66	55	90	95
Percent of IEP's developed with participation of parent	90	77	90	90

◆ **Goal 2** To exceed all expected performance standards as identified by the SAT, AIMS, and AIMS-A for every student served by an ASDB Program by August 2005.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Phoenix students successful in transition settings three years after graduation	55	n/a	90	90
Percent of parents satisfied with the quality of the program in Phoenix	83	90	95	95
Percent of parents satisfied with their involvement in the program	90	100	90	90

SDA 1.2	Subprogram Summary ADMINISTRATION
Robert Hill, Ass't Superintendent of Curriculum and Instruction	
Phone: (520) 770-3087	
A.R.S. 15-1300 et. Seq	

Mission:

To provide leadership and vision for Phoenix Day School programs and to secure, maintain, and protect resources needed to meet the mission of the Agency.

Description:

PDSB was established in 1967 and has expanded over the years from its inception as an elementary school to include a middle school and high school. The campus in North-Central Phoenix sits on 14 acres and currently provides educational services to approximately 274 students aged 5 through 22 who live within the metropolitan Phoenix area to the extent that daily transportation is feasible.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,742.0	2,687.2	2,985.4
Other Appropriated Funds	1,291.8	861.8	823.8
Other Non Appropriated Funds	362.2	103.6	103.6
Federal Funds	27.2	23.4	23.4
Program total	3,423.2	3,676.0	3,936.2
FTE Positions	59.0	58.8	58.8

◆ **Goal 1** To prudently and fairly manage personnel resources of the Agency.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of permanent certified positions filled	90	92	94	94
Percent of permanent classified positions filled	87	92	90	90
Percent of permanent certified staff turnover	11	9	10	8
Percent of permanent classified staff turnover	20	21	15	15
Percent of agency staff turnover	17	17	15	15

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of parents satisfied with the quality of the physical environment	97	94	97	97
Percent of parents satisfied with the quality of transportation services provided	94	n/a	94	94
Percent of parents satisfied with the quality of food services	90	n/a	90	90

◆ **Goal 3** To increase efficiency and effectiveness in the instructional program for students served by ASDB Programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Member eligible districts	174/222	174/222	174/222	174/222

◆ **Goal 4** To maintain a positive relationship with parents

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of parents rating overall quality of services as good or excellent based on annual survey	94	92	95	95

◆ **Goal 5** To exceed all expected performance standards as identified by the SAT, AIMS, and AIMS-A for every student served by an ASDB

Program by August 2005.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students receiving instructional services	2,166	2285	2,100	2,100
Voucher funding per student - HI	16,532	16846	16,940	16,940
Voucher funding per student - VI	16,632	16948	17,042	17,042

SDA 2.0

Program Summary
TUCSON CAMPUS

Robert Hill, Ass't Superintendent of Curriculum and Instruction
Phone: (520) 770-3087
A.R.S. 15-1300 et. Seq

Mission:

To work together with the parents, school districts, business and community members to create nurturing environments in which sensory impaired children feel valued, develop their unique abilities, strive to achieve academic excellence, and develop skills to help students become productive and responsible members of society. This mission is based upon the belief that all children with sensory impairments can learn and that every effort must be made to ensure that students are provided with a thorough and efficient education in a safe environment where students can fulfill their academic potential.

Description:

ASDB's Tucson Campus is the home of the Arizona School for the Deaf (ASD), the Arizona School for the Blind (ASB), the Visually Impaired Preschool (VIP), the Center for Hearing Impaired Children (CHIC), the evaluation center for the entire agency (Technical Assistance to Schools [TAS]), and the ASDB administrative headquarters. The Tucson Campus has boarding facilities for students who live far from the Tucson Campus and need the services that only a special school for the deaf or the blind can provide. Currently about 265 students aged 5 through 22 attend the Tucson Campus, and of these about 100 live in the campus residence halls.

This Program Contains the following Subprograms:

- ▶ **Instruction**
- ▶ **Administration**

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	14,321.4	17,120.2	17,571.6
Other Appropriated Funds	13,099.8	14,066.2	12,400.4
Other Non Appropriated Funds	3,785.4	4,244.2	4,244.2
Federal Funds	917.6	1,146.2	935.6
Program total	32,124.2	36,576.8	35,151.8
FTE Positions	599.2	602.4	602.4

SDA 2.1

Subprogram Summary
INSTRUCTION

Robert Hill, Ass't Superintendent of Curriculum and Instruction
Phone: (520) 770-3087
A.R.S. 15-1300 et. Seq

Mission:

To create a nurturing environment in which visually impaired/blind or hearing impaired/ deaf children 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:

Programs on the Tucson campus include the School for the Blind (ASB), the School for the Deaf (ASD) and preschool programs for visually impaired and hearing impaired children. The Tucson campus offers day programs for students living in Tucson and boarding facilities for students living outside the Tucson area.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	9,218.0	10,247.2	9,961.0
Other Appropriated Funds	11,264.2	12,564.2	10,969.0
Other Non Appropriated Funds	1,144.0	1,614.0	1,614.0
Federal Funds	889.8	1,122.8	912.2
Program total	22,516.0	25,548.2	23,456.2
FTE Positions	515.2	502.4	502.4

- ◆ **Goal 1** To increase efficiency and effectiveness in the instructional program for students served by ASDB Programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Individual Educational Plans (IEP) with participation of representatives from school districts in Tucson	66	50	95	95
Percent of IEP's developed with participation of parent	91	89	95	95

- ◆ **Goal 2** To exceed all expected performance standards as identified by the SAT, AIMS, and AIMS-A for every student served by an ASDB Program.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Tucson students successful in transition settings three years after graduation	70	89	90	90
Percent of parents satisfied with the quality of the program in Tucson	83	91	95	95
Percent of parents that are satisfied with the quality of boarding and health services	100	100	100	100

SDA 2.2 **Subprogram Summary**
ADMINISTRATION
Robert Hill, Ass't Superintendent of Curriculum and Instruction
Phone: (520) 770-3087
A.R.S. 15-1300 et. Seq

Mission:

To provide leadership and vision for Tucson Campus programs and to secure, maintain, and protect resources needed to meet the mission of the Agency, ASD and ASB.

Description:

Programs on the Tucson campus include the School for the Blind (ASB), the School for the Deaf (ASD) and preschool programs for visually impaired and hearing impaired children. The Tucson campus offers day programs for students living in Tucson and boarding facilities for students living outside the Tucson area. Organizationally, each school has a principal who is responsible for the overall administration of their respective school. Each school has 29 teachers as well as access to an extensive support system with experts in therapy, hearing impairments, visual impairments and counseling.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	5,103.4	6,873.0	7,610.6
Other Appropriated Funds	1,835.6	1,502.0	1,431.4
Other Non Appropriated Funds	2,641.4	2,630.2	2,630.2
Federal Funds	27.8	23.4	23.4
Program total	9,608.2	11,028.6	11,695.6
FTE Positions	84.0	100.0	100.0

◆ **Goal**

SDA 3.0 **Program Summary**
REGIONAL COOPERATIVES
Dr. Harold E. Hoff, Superintendent
Phone: (520) 770-3704
A.R.S. 15-1300 et. Seq

Mission:

To work together with the parents, school districts, local business and community members to create nurturing environments in which sensory impaired children feel valued, develop their unique abilities, strive to achieve academic excellence, and develop skills to help them become productive and responsible members of society.

Description:

The assessment of students is done by certified staff personnel many of whom have advanced degrees up to and including several individuals with Doctorates. Instruction is provided by itinerant teachers who serve several school districts. These teachers work in cooperation with the child's family and the local school district. Placement for each child is a team decision made by the family, the home school district and the staff. The decision is based on the individual comprehensive evaluation and the Individual Education Plan.

This Program Contains the following Subprograms:

- ▶ **Instruction**
- ▶ **Administration**

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,353.8	2,435.8	2,622.4
Other Appropriated Funds	1,264.8	948.0	907.8
Other Non Appropriated Funds	27,203.8	30,860.2	33,461.2
Federal Funds	1,184.2	997.6	729.8
Program total	31,006.6	35,241.6	37,721.2
FTE Positions	615.8	614.2	614.2

SDA 3.1

Subprogram Summary
INSTRUCTION

Dr. Harold Hoff, Superintendent
Phone: (520) 770-3704
A.R.S. 15-1300 et. Seq

Mission:

To work together with the parents and local school districts to create a nurturing environment in the child's home school district in which sensory impaired children feel valued, develop their unique abilities, strive to achieve academic excellence, and develop skills to help students become productive and responsible members of society.

Description:

In the 1980s the Arizona Legislature expanded the scope of ASDB's services by establishing Regional Cooperative programs. The Regional Cooperatives serve the following areas: Southeast Region, Southwest Region, North Central Region, Desert Valleys Region and Eastern Highlands Region. ASDB staff knowledgeable in the education of hearing impaired and visually impaired students work with local school districts to provide these educational services to students who need some accommodations and special services, but do not need the intensive services available at either the Tucson or Phoenix campuses. About 1200 hearing impaired and visually impaired students in Arizona get educational services in their local public schools through ASDB staff.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	17.8	32.0	32.0
Other Appropriated Funds	23.6	15.2	14.8
Other Non Appropriated Funds	26,125.6	30,088.2	32,689.2
Federal Funds	1,156.8	974.0	706.2
Program total	27,323.8	31,109.4	33,442.2
FTE Positions	559.0	564.6	564.6

◆ **Goal**

SDA 3.2	Subprogram Summary ADMINISTRATION
Dr. Harold E. Hoff, Superintendent	
Phone: (520) 770-3704	
A.R.S. 15-1300 et. Seq	

Mission:

To provide leadership and vision for the Regional Cooperatives in order to secure, to maintain, and to develop the partnerships needed to meet the educational needs of the student within their home school district.

Description:

The Cooperative system is organized into five regions to better serve the needs of the school districts in the State of Arizona. Those regions are: Southeast Region, Southwest Region, North Central Region, Desert Valleys Region and Eastern Highlands Region. Each Region is staffed by a Regional Director as well as an Administrative Assistant.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,336.0	2,403.8	2,590.4
Other Appropriated Funds	1,241.2	932.8	893.0
Other Non Appropriated Funds	1,078.2	772.0	772.0
Federal Funds	27.4	23.6	23.6
Program total	3,682.8	4,132.2	4,279.0
FTE Positions	56.8	49.6	49.6

◆ **Goal**

SDA 4.0	Program Summary PRESCHOOL
Dr. Harold Hoff, Superintendent	
Phone: (520) 770-3704	
A.R.S. 15-1300 et. Seq	

Mission:

To looking at the whole child, as a member of a family, as a child first who happens to be visually impaired, blind, hearing impaired or deaf. We are committed to nurturing the child and the family through education, involvement and continued support. We will be sensitive to the cultural, emotional, social and educational priorities of each family. We are committed to fostering a partnership with families that will enable the child with visual impairments to reach personal independence.

Description:

There two components to the Preschool program offered by ASDB, Parent Outreach and Preschool. The Parent Outreach Program serves children birth to three with hearing and visual impairments as well as children who are deaf-blind. The statewide program serves every county in the state of Arizona. ASDB participates with the Arizona Early Intervention Program (AzEIP) in providing early intervention services to families and their children with sensory impairments under IDEA (The Individuals with Disabilities Education Act) Part C. The AzEIP participating State Agencies are the five state agencies identified in A.R.S. 8-651 and 652 as responsible for maintaining and implementing a comprehensive, coordinated, interagency system of early intervention services. The five participating state agencies identified in A.R.S. 8-652 are: Arizona Department of Economic Security (DES), Arizona State School for the Deaf and the Blind (ASDB), Arizona Department of Health Services (ADHS), the Arizona Health Care Cost Containment System (AHCCS), and the Arizona Department of Education (ADE). Currently, 393 children are served by the program. The Preschool program serves VI and HI children from 3 to 5 in a structured learning environment on the Tucson campus and in Phoenix at several locations throughout the metropolitan area. Services offered to eligible children, their families and school districts include: Family education, developmentally appropriate center based preschool education, comprehensive educational assessment, functional vision assessments, audiological assessment, orientation/mobility services, physical therapy, sensory integration therapy, occupational therapy, speech/communication therapy, feeding therapy, transition to kindergarten and transportation.

This Program Contains the following Subprograms:

- ▶ Instruction
- ▶ Administration

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,909.8	4,806.6	7,699.6
Other Appropriated Funds	4,784.2	4,682.6	5,808.4
Other Non Appropriated Funds	619.4	457.6	457.6
Federal Funds	994.4	1,420.0	1,357.8
Program total	10,307.8	11,366.8	15,323.4
FTE Positions	198.2	188.0	227.0

SDA 4.1	Subprogram Summary INSTRUCTION
Dr. Harold Hoff, Superintendent	
Phone: (520) 770-3704	
A.R.S. 15-1300 et. Seq	

Mission:

To looking at the whole child, as a member of a family, as a child first who happens to be visually impaired, blind, hearing impaired or deaf. We are committed to nurturing the child and the family through education, involvement and continued support. We will be sensitive to the cultural, emotional, social and educational priorities of each family. We are committed to fostering a partnership with families that will enable the child with visual impairments to reach personal independence.

Description:

The Preschool offers a center-based program on the Tucson and Phoenix campuses. In addition, there are six satellite locations in the greater Phoenix area. These schools run in cooperation with the child's family and the local school district preschool. Placement for each child is a team decision made by the family, the home school district and the staff. The decision is based on the individual comprehensive evaluation and the Individual Education Plan. All services are provided through ASDB at no cost to the family or districts. Children may be referred for services by a family member, physician, ophthalmologist, therapist, school personnel, daycare providers or a community agency.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,026.0	2,039.2	2,039.2
Other Appropriated Funds	2,478.6	3,308.8	4,505.0
Other Non Appropriated Funds	452.0	407.2	407.2
Federal Funds	977.0	1,396.8	1,334.6
Program total	5,933.6	7,152.0	8,286.0
FTE Positions	92.8	139.8	139.8

◆ **Goal**

SDA 4.2	Subprogram Summary ADMINISTRATION
Dr. Harold E. Hoff, Superintendent	
Phone: (520) 770-3704	
A.R.S. 15-1300 et. Seq	

Mission:

To provide leadership and vision for ASDB Preschool programs and to secure, maintain, and protect resources needed to meet the mission of the Agency.

Description:

There two components to the Preschool program offered by ASDB, Parent Outreach and Preschool. The Parent Outreach Program serves children birth to three with hearing and visual impairments as well as children who are deaf-blind. The statewide program serves every county in the state of Arizona. ASDB participates with the Arizona Early Intervention Program (AzeIP) in providing early intervention services to families and their children with sensory impairments under IDEA (The Individuals with Disabilities Education Act) Part C. The AzeIP participating State Agencies are the five state agencies identified in A.R.S. 8-651 and 652 as responsible for maintaining and implementing a comprehensive, coordinated, interagency system of early intervention services. The five participating state agencies identified in A.R.S. 8-652 are: Arizona Department of Economic Security (DES), Arizona State School for the Deaf and the Blind (ASDB), Arizona Department of Health Services (ADHS), the Arizona Health Care Cost Containment System (AHCCS), and the Arizona Department of Education (ADE). Currently, 393 children are served by the program. The Preschool program serves VI and HI children from 3 to 5 in a structured learning environment on the Tucson campus and in Phoenix at several locations throughout the metropolitan area. Services offered to eligible children, their families and school districts include: Family education, developmentally appropriate center based preschool education, comprehensive educational assessment, functional vision assessments, audiological assessment, orientation/mobility services, physical therapy, sensory integration therapy, occupational therapy, speech/communication therapy, feeding therapy, transition to kindergarten and transportation.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,883.8	2,767.4	5,660.4
Other Appropriated Funds	2,305.6	1,373.8	1,303.4
Other Non Appropriated Funds	167.4	50.4	50.4
Federal Funds	17.4	23.2	23.2
Program total	4,374.2	4,214.8	7,037.4
FTE Positions	105.4	48.2	87.2

◆ **Goal**



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 speech impaired to improve their quality of life.

Description:

The Commission, governed by a 14-member board, acts as a bureau of information to the deaf, hard of hearing, deafblind and speech impaired, state agencies and institutions providing services to the deaf, hard of hearing, deaf blind and speech impaired, local agencies of government and other public or private community agencies and programs. The commission is required to inform the deaf, hard of hearing, deafblind and speech impaired of the availability of the programs and activities of the Commission and other services available for the deaf, hard of hearing, deaf blind and speech impaired at all levels of government; establish and administer a statewide program to purchase, repair and distribute telecommunication devices to state residents who are deaf, hard of hearing, deaf blind or speech impaired; and to establish a dual party relay system making all phases of public telephone service available to persons who are deaf, hard of hearing, deaf blind or speech impaired; and to license interpreters, effective October 2007.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ COUNCIL ACTIVITIES	1,329.6	1,614.4	1,464.1
➤ TDD - TELECOMMUNICATION DEVICE FOR THE DEAF	3,589.2	4,018.5	4,027.7
Agency Total	4,918.8	5,632.9	5,491.8

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,783.0	5,315.4	5,279.7
Other Non Appropriated Funds	135.8	317.5	212.1
Federal Funds	0.0	0.0	0.0
Program total	4,918.8	5,632.9	5,491.8
FTE Positions	14.0	15.0	15.0

Strategic Issues:

Issue 1 *Lack of an effective quality assurance system to manage and monitor the telecommunications relay service (TRS), implementation of governmental mandates, products and services, and handling consumer complaints.*

1A.) Due to the size of the TRS operation and its statewide coverage, effective monitoring and management of products, services, consumer complaints and governmental mandates is hindered by the Commission's staffing limitations. Additionally, there is no set practice in place for quality assurance purposes. 1B.) The current appropriation will not satisfy impending cost of intrastate video relay service costs.

Issue 2 *Satisfaction of the legislative mandate to establish and administer a statewide program to purchase, distribute and repair telecommunications devices necessitates the establishment of demonstration sites throughout the state.*

In order to maintain and improve consumer satisfaction with the telecommunications equipment distribution program demonstration sites are needed

to provide hands on training as well as assistance in the selection of devices.

Issue 3 *The Legislature has mandated the Commission to ensure that a sufficient supply of qualified and certified interpreters are available, particularly those with legal interpreting qualities; however, the demand is far greater than the supply.*

The state of Arizona faces a constant shortage of qualified interpreters, thus forcing consumers in the private and public sectors to rely on unqualified interpreters, to a probable detrimental effect. Miscommunication in a medical environment may result in injury or death; miscommunication in the courts or with police may ultimately abridge the rights of a citizen; and miscommunication in the private sector may result in strained employer/employee relations.

Issue 4 *Lack of awareness in the public and private sectors about the Commission's available resources and services results in under service to the eligible population as well as the general population.*

While the Commission serves an ever growing number of consumers, the number of those not provided with Commission resources and services is far greater. The general population as well as those with hearing loss can only utilize the Commission's resources and services if they are made aware of them.

Issue 5 *Satisfaction of legislative mandates on American Sign Language (ASL) teacher certification standards.*

The Commission is tasked with the responsibility to develop ASL teacher certification standards. The need for ASL teacher certification standards results from the fact that the Arizona educational system does not have effective and efficient instruments to determine an individual's suitability as an ASL instructor.

DFA 1.0
Program Summary
 COUNCIL ACTIVITIES

Lynn Wakefield, Business Manager
 Phone: (602) 542-3363
 A.R.S. § 36-1941 through 36-1978

Mission:

To assist agency administrators and political subdivision directors to improve the quality of services available for deaf, hard of hearing, deaf blind and speech impaired people; and to educate the deaf, hard of hearing, deafblind and speech impaired communities 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 speech impaired communities. These individuals coordinate consumer workshops, seminars, and interpreters for the deaf, hard of hearing, deafblind and speech impaired training programs. Support staff responds to hundreds of inquiries regarding technology, laws, and availability of services.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,193.8	1,296.9	1,252.0
Other Non Appropriated Funds	135.8	317.5	212.1
Federal Funds	0.0	0.0	0.0
Program total	1,329.6	1,614.4	1,464.1
FTE Positions	10.0	11.0	11.0

◆ **Goal 1** To increase public awareness of accessibility issues related to the deaf, hard of hearing, deafblind and speech impaired.

◆ **Goal 2** To increase the number of public and private sector partnerships in providing training and program services.

◆ **Goal 3** To prepare present and future American Sign Language instructors for national-level standards and certification.

◆ **Goal 4** To improve interpreter support services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of certificated legal interpreters	131	27	27	27
Average number of calendar days from receipt of complaint about licensed interpreter to resolution	n/a	n/a	n/a	30
Number of complaints about licensed interpreters	n/a	n/a	n/a	5

◆ **Goal 5** To improve public relations on issues related to hearing loss.

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, deaf-blind and speech impaired TDD/TTY users in Arizona.

Description:

The Agency provides various assistant devices on a loaner basis to state residents who are deaf, hard of hearing, deafblind and speech impaired. In addition the Agency, through a contract with an interstate telephone company (currently MCI), provides telephone relay services 24 hours a day. This relay service provides a link between TTY users and all other telephone users.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,589.2	4,018.5	4,027.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	3,589.2	4,018.5	4,027.7
FTE Positions	4.0	4.0	4.0

◆ **Goal 1** To monitor telecommunications relay services to ensure compliance with current contract.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of telecommunication relay service calls completed without a complaint	99	99	98	98
Annual call minutes for the telecommunication relay service	1,448,464	2,047,000	1,700,000	1,500,000

◆ **Goal 2** To administer voucher system of the Telecommunications Equipment Distribution Program.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of customer satisfaction with equipment distribution voucher program	98	97	98	98
Number of equipment distributed to consumers	2,230	2,192	2,000	2,000
Number of applications sent to consumers regarding the equipment distribution program	4,881	1,468	1,000	1,000



DXA 0.0

Agency Summary
BOARD OF DENTAL EXAMINERS

Julie N. Chapko, 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 7,000 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	917.7	1,042.0	947.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	917.7	1,042.0	947.2
FTE Positions	10.0	10.0	10.0

Strategic Issues:

Issue 1 Information Technology Development

The Board continues to work through the Project Investment Justification (PIJ) process in upgrading existing equipment and software toward the development of a new database. FY06-07 funding will be directed to accomplish the following PIJ objectives as approved by GITA and the Legislature. 1) Replace the existing DOS platform DataPerfect database with a current Windows based system. 2) Provide software capable of enabling current key staff to manage the network and build the new database. 3) Launch the new database for universal access to the agency. 4) Take control of the web site with a staff member serving as web master and publish portions of the database for public use via the internet. 5) Initiate paperless media for Board member review at Board meetings. Development of the new database and purchase of state-of-the-art software enables staff to update, access and retrieve information in a more efficient and timely manner. A web-ready database designed for ultimate interface with the web site will enable the public to access licensing and complaint histories on line reducing staff time spent in verbal and written license and complaint history verifications. Developing the potential of paperless Board meetings will reduce printing and delivery costs from the current 10,000 plus pages per Board member, per meeting. Staff will manage documents via electronic archiving. Board members will view Board meeting materials via laptop computers.

◆ **Goal 1** To ensure the health, safety, and welfare of the public through regulation of the dental profession.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average number of days from receipt of completed application to issuance or denial of certification or license	5	4	60	60
Total number of applications received	695	900	692	692
Total number of individuals or facilities licensed	6,620	7,251	7,613	7,994
Customer satisfaction rating (scale 1-5)	n/a	n/a	4	4
Total number of licenses/renewals issued	2,816	3,284	2,716	2,867

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)	133	133	90	90
Average number of calendar days from receipt of complaint to resolution of complaint	103	137	150	150
Percent of investigations resulting in disciplinary or enforcement action	18	14	15	15
Number of licenses revoked or suspended	16	8	13	13
Total number of investigations conducted	579	483	526	526
Total number of complaints received annually	481	440	458	458
Total number of inspections conducted	131	145	110	110
Percent of total licensees with disciplinary action	3	2	5	5

◆ **Goal 2** To ensure compliance with statutory mandates

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Publication of periodic newsletter that provides information to licensees regarding statutes and rules	1	1	2	2
Administration as a percent of total cost	5.3	5.4	4.9	5.3



DOA 0.0	Agency Summary
	BOARD OF DISPENSING OPTICIANS
	Lori D. Scott, Executive Director
	Phone: (602) 542-3095
	A.R.S. § 32-1671

Mission:

To protect the visual health of the citizens of Arizona by regulating and maintaining standards of practice in the field of opticianry.

Description:

The Board of Dispensing Opticians examines and licenses professionals to practice in the field of opticianry and licenses optical establishments. This Board is distinguished from the Board of Optometry, which regulates optometrists and ophthalmologists, whereas dispensing opticians fill orders for and fit persons with corrective eyewear. The Board of Dispensing Opticians accepts complaints against licensees, investigates allegations, and administratively adjudicates complaints. The Board serves 623 opticians and 258 optical establishments licensed to practice in the state, as well as all Arizona citizens who receive these professional services.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	84.9	96.9	102.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	84.9	96.9	102.7
FTE Positions	1.0	1.0	1.0

Strategic Issues:

Issue 1 Maintaining fund balance

The State Board of Dispensing Opticians fund balance is being replenished due to two significant changes: the implementation of new fees in calendar year 2005, and adjustments to the operating budget. 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, in order to more efficiently use the resources available to the Board, the Board decreased the number of meetings requiring board member travel held in a one year period without affecting the outcome of board investigations. As a result of these changes, the carry over balance into FY2006 is approximately \$30,000, and the Board is confident that the fund is now fiscally sound and will continue to be so.

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Optician applications received	47	45	50	50
Optician licenses issued	33	34	35	35
Optician renewal applications processed	590	603	620	630
Establishment applications received	27	29	20	20
Establishment licenses issued	27	28	20	20
Establishment renewal applications processed	247	270	280	285
Average number of days from receipt of application to sit for exam and examination	45	45	45	45
Average number of days from receipt of application for establishment license to granting of license	30	30	30	30

Administration as a percentage of total cost	6	6	6	6
Number of licensees (new and existing)	859	881	900	915

◆ **Goal 2** To investigate and adjudicate consumer and Board initiated complaints in accordance with statutes and rules in order to protect the public from incompetent services and unprofessional and unethical conduct.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Complaints about licensees received and investigated	26	18	20	20
Complaints resolved	19	18	20	20
Disciplinary action	6	8	5	5
Number of days from receipt of complaint until completion	90	89	90	90

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of licensees fulfilling continuing education requirement	99	100	100	100

◆ ◆ ◆ ◆ ◆ ◆

DPA 0.0
Agency Summary
DRUG AND GANG PREVENTION RESOURCE CENTER
 Gail S. Chadwick, Director
 Phone: (480) 727-2772
 A.R.S. § 41-617

Agency Directors, providers and local communities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of nationally recognized effective (research-based) programs identified to serve as a resource for Arizona based agencies who are planning and delivering programs. This is a simple count of the different types of effective programs in use. It does not count the number of times each program was used	154	156	155	155
Number of agencies reporting publicly supported education, prevention and treatment programs related to substance abuse and participation in criminal street gangs in operation in this state through the Center's Annual Program Inventory (reported in whole numbers)	10	11	11	12

Mission:

To help organizations, individuals, neighborhoods, and communities decrease drug and gang related problems and other destructive behaviors. To help Arizonans encourage and develop healthy and successful families and communities.

Description:

The Arizona Drug and Gang Prevention Resource Center is a statewide resource system that assists agencies, organizations, coalitions, and individuals in their community's drug and gang prevention activities. The Center fulfills the mandate to provide an annual statewide inventory of public funding expended through state agencies for the purposes of drug and gang prevention, education, and treatment. The Center also manages an information clearinghouse (literature distribution; video, book, and materials loans; and special search requests), provides training and technical assistance, and addresses evaluation of drug and gang prevention programs through facilitating development of outcome evaluation models for the State. The Arizona Prevention Resource Center provides leadership in the planning and development of effective prevention initiatives.



Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	668.1	572.0	546.6
Other Non Appropriated Funds	1,225.9	1,394.8	1,394.8
Federal Funds	0.0	0.0	0.0
Program total	1,894.0	1,966.8	1,941.4
FTE Positions	20.4	24.2	24.2

Strategic Issues:

Issue 1 *Statewide Accountability System*

The Center funded the development and implementation for the Statewide Accountability Management System through a direct federal grant for a two year period commencing in 1998 and ending in 2000. An Auditor General's report on the Drug Policy Council recognized the importance of the work the Prevention Center was doing on an overall statewide accountability and evaluation system, and recommended stable funding be provided to continue the effort. The Center continues to seek state or grant funding to enable it to continue the implementation of the Statewide Accountability System. The System is now being referred to by Arizona agency personnel as a Substance Abuse Resource Management System.

- ◆ **Goal 1** To provide prevention services to communities, schools, and government agencies. To help Arizonans encourage and develop healthy and successful families and communities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Prevention service requests completed (in thousands)	6.80	6.00	6.90	6.90
Number of people directly and indirectly impacted (in thousands)	46.30	67.00	75.00	80.00
Customer satisfaction rating of agencies being served by the Center (scale of 1 to 8)	6.9	7.1	7.5	7.5
Number of grant proposals the Center assisted organizations, schools and agencies in writing	10	16	11	11
Value of grant proposals awarded to organizations, schools and agencies through collaborative proposals the Center assisted on (in thousands)	9,883.0	9,726.2	5,500.0	6,000.0

- ◆ **Goal 2** To facilitate state level policy analysis by providing research and drug and gang program information to the Governor's Office, State

DEA 0.0
Agency Summary
 DEPARTMENT OF ECONOMIC SECURITY
 David A. Berns, Director
 Phone: (602) 542-0213
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Mission:

To promote the safety, well-being and self-sufficiency of children, adults, and families.

Description:

The Department of Economic Security (DES) was established to provide an integration of direct services to the people of Arizona. This integrated structure improves coordination of economic opportunities and the delivery of human services. Children, families, the elderly, and individuals with developmental disabilities are able to access an array of programs and services through a single state agency.

In order to fulfill our mission to promote the safety, well-being, and self-sufficiency of Arizona's children, adults, and families, the Department administers a system of human service delivery that provides critical protective and assistance services each month to well over one million of Arizona's most vulnerable populations. DES 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 citizens of Arizona.

The core purposes of DES are:

- Protection and Safety
- Strong and Stable Families and Individuals
- Maximizing Individual Independence

These core purposes 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)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ CENTRAL ADMINISTRATION	119,262.1	128,537.8	130,909.8
➤ ADMINISTRATION-AGING AND ADULT SERVICES	12,082.8	12,367.6	13,531.5
➤ AAA HOME AND COMMUNITY BASED SERVICES	26,709.4	30,508.9	30,508.9
➤ ELDER RIGHTS	266.2	287.0	287.0
➤ OLDER WORKERS	1,038.1	1,064.5	1,064.5
➤ ADMINISTRATION-COMMUNITY SERVICES	2,296.8	2,966.7	2,966.7
➤ COMMUNITY ACTION PROGRAM	16,009.8	20,609.4	20,609.4
➤ COORDINATED HUNGER PROGRAMS	2,957.5	3,012.1	3,012.1
➤ COORDINATED HOMELESS PROGRAMS	3,836.8	4,132.8	4,132.8
➤ DOMESTIC VIOLENCE PROGRAM	8,176.5	12,687.6	12,687.6
➤ REFUGEE RESETTLEMENT PROGRAM	6,010.8	6,808.0	6,808.0
➤ DISABILITY DETERMINATION SERVICES ADMINISTRATION	22,056.0	22,056.2	22,092.1
➤ FAMILY ASSISTANCE	908,333.9	964,852.0	950,615.0
➤ ADMINISTRATION FOR CHILDREN, YOUTH AND FAMILIES	102,438.8	115,243.3	117,650.0
➤ CHILD ABUSE PREVENTION	8,053.5	19,804.4	19,804.4
➤ CHILD PROTECTION SERVICES	163,896.0	154,002.6	181,475.6
➤ ADOPTION SERVICES	48,463.6	65,304.0	78,617.4
➤ COMPREHENSIVE CHILD CARE	175,302.5	192,020.4	216,382.3
➤ COMPREHENSIVE MEDICAL AND DENTAL PROGRAM	23,879.6	32,683.0	32,683.0
➤ CHILD SUPPORT	50,975.8	56,097.4	61,781.5
➤ ADMINISTRATION-DEVELOPMENTAL DISABILITIES	31,571.9	32,913.6	35,930.0
➤ DDD CASE MANAGEMENT SERVICES	30,935.8	37,585.4	40,048.3
➤ DDD HOME AND COMMUNITY BASED SERVICES	431,109.3	518,908.9	568,749.6
➤ INSTITUTIONAL SERVICES	12,622.7	16,814.6	18,559.6
➤ ARIZONA TRAINING PROGRAM AT COOLIDGE	15,438.4	17,818.2	19,456.8
➤ MEDICAL SERVICES	78,824.9	87,753.4	100,370.8
➤ REHABILITATION SERVICES	80,043.0	89,774.4	100,251.1
➤ EMPLOYMENT SECURITY	279,191.1	316,432.1	316,432.1
➤ WORKFORCE DEVELOPMENT ADMINISTRATION	41,753.0	53,706.3	53,706.3

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

➤ JOB OPPORTUNITIES AND BASIC SKILLS	26,068.5	33,568.3	33,534.7
Agency Total	<u>2,729,605.1</u>	<u>3,050,320.9</u>	<u>3,194,658.9</u>

(Thousands)

Funding and FTE Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	596,389.6	630,214.3	713,108.1
Other Appropriated Funds	377,047.9	466,385.8	456,385.8
Other Non Appropriated Funds	740,039.8	862,045.3	908,249.7
Federal Funds	1,016,127.8	1,091,675.5	1,116,915.3
Program total	<u>2,729,605.1</u>	<u>3,050,320.9</u>	<u>3,194,658.9</u>
FTE Positions	<u>10,875.7</u>	<u>11,004.5</u>	<u>11,262.5</u>

Strategic Issues:

Issue 1 *Improving Child, Family, and Individual Safety, Permanency, and Well-Being.*

All children, families, and adults deserve to reside in the least restrictive and safest environment with appropriate support services. The safety and well-being of vulnerable children, adults, and families in need of the agency's protective and support services is crucial.

These vulnerable populations include children and families involved with the Child and Adult Protective Services systems, individuals with developmental disabilities, elderly and older adults, homeless individuals, and victims of domestic violence.

The safety and well-being of children in Arizona contributes to improved educational outcomes and stable adulthood as well as lowers the need for and costs of remediation and the agency's protective and support services. As a result of the combined efforts of CPS Reform and DES' service integration initiative, the Department is aggressively working to reduce the number of children in foster care and to reduce the number of children placed in group homes and shelters.

Issue 2 *Increasing Stable Relationships and Living Environments for Children, Families, and Adults*

Stable social and family relationships and living environments are essential for children, families, and adults.

Customers of DES often face multiple barriers to achieving stability within their families and communities. These barriers may require assistance from various DES systems including child welfare, child support, employment and training, and others, as well as from other state agencies and community support resources.

DES' service integration initiative incorporates both systemic and community-based strategies. It expands agency and community capacity to serve families and individuals in a holistic, inclusive, and strengths-based manner, with emphasis on prevention and early intervention.

These integrated, family-centered services in DES will result in strengthening Arizona's families by assisting them in achieving self-sufficiency, safety, and overall well-being.

Issue 3 *Improving Economic Self-Sufficiency*

Poverty is one of the greatest risk factors for crime, substance abuse, physical abuse, poor health, and other conditions that result in costly, long-term remediation efforts by society. The lack of economic security of Arizona's vulnerable populations puts them at risk of needing more intensive government services and intervention and diminishes overall quality of life.

In order to have long-range as well as short-term outcomes in the lives of those we serve, DES service integration initiatives focus on moving clients from "getting by" to "getting ahead". Increasing self-sufficiency through increased employability and employment supports decreases the numbers of children, adults, and families needing services, or reduces their length of time receiving services. These outcomes mitigate risk factors associated with the need for agency support services.

Service integration objectives move beyond simply delivering services to a greater

focus on giving families the tools and motivation they need to effectively and permanently escape poverty and family violence.

Issue 4 *Attracting, Developing, and Retaining Qualified Employees*

Qualified employees are a good investment to prevent the costs of turnover, retraining, and low morale. Recruitment, development, and retention of a qualified staff are crucial to the agency in achieving its vision, mission, and goals.

DES, like many other state agencies, has difficulty attracting and retaining qualified employees. Also, since most staff began working for DES out of a desire to serve people, some have experienced frustration because their program could not provide all the services their clients need. Service integration is an opportunity for staff at all levels of DES to take a personal stake in implementing innovative approaches to serving clients in a more holistic milieu, spinning off into increased staff motivation and job satisfaction which ultimately result in increased staff retention.

There is also increased demand for employees with cultural and linguistic competencies relevant to the customer. In addition, the aging of the population will change the numbers, skills, and characteristics of the DES workforce, presenting short- and long-term challenges to traditional recruitment, staffing structures, career paths, and employee development operations.

Issue 5 *Enhancing Communication*

The enhancement of all forms of communication is key to effectively integrating services with our partners, maximizing the agency's internal and external resources, and fully engaging our staff. The flow of information between DES and its partners, clients, and employees needs to be expanded so that all entities are fully engaged in all aspects of the communication continuum.

Good communication at all levels is integral to service integration since it requires extensive collaboration and team work between families, providers, community partners, and DES staff. It also provides an opportunity to communicate to the public and key stakeholders that investing in DES programs, services, and staff is a wise thing to do.

Improved communication will provide opportunities to enhance service delivery systems, making them more accessible, practical, user-friendly, and culturally competent. It will help maximize internal and external resources. It will build credibility and enhance relationships. And staff will be more informed and knowledgeable overall, resulting in increased satisfaction with DES and its services.

DEA 1.0

Program Summary
CENTRAL ADMINISTRATION

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 41-1954

Mission:

To provide leadership, direction, coordination, and support to enable the Department of Economic Security (DES) to achieve its mission and vision.

Description:

The Central Administration of DES consists of the Office of the Director, Governor's Advisory Council on Aging, Governor's Council on Developmental Disabilities, Arizona Early Intervention Program, Employee Services and Support, Business and Finance, Technology Services, Public Assistance Collections, and Policy and Program Development.

This Program Contains the following Subprograms:

- ▶ **Office of the Director**
- ▶ **Governor's Advisory Council on Aging**
- ▶ **Governor's Council on Developmental Disabilities**
- ▶ **Arizona Early Intervention Program**
- ▶ **Employee Services and Support**
- ▶ **Business and Finance**
- ▶ **Technology Services**
- ▶ **Public Assistance Collections**
- ▶ **Policy and Program Development**

Ombudsman Program customer satisfaction rating based on annual customer survey (Scale 1-5)	n/a	n/a	Baseline	n/a
Explanation: Survey implementation in FY 2005 was delayed due to technical and logistical issues involved in administering the survey. It will be conducted and a baseline established in FY 2006.				
Number of equal opportunity cases received	61	69	61	61
Explanation: The Office cannot accurately predict the number of cases that will be received because it is the independent judgment of the employees and clients whether they file a complaint.				
Percent of equal opportunity cases completed	100	100	100	100
Number of Community Network Teams providing input to the DES budget and Strategic Plan	17	17	17	17
Number of DES families engaged in service integration efforts at the state and local office levels	n/a	n/a	Baseline	n/a
Explanation: New measure during FY 2006.				

Funding and FTE

Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	29,718.6	30,023.6	31,936.4
Other Appropriated Funds	5,546.8	9,455.7	9,455.7
Other Non Appropriated Funds	27,347.0	26,507.2	26,720.8
Federal Funds	56,649.7	62,551.3	62,796.9
Program total	119,262.1	128,537.8	130,909.8
FTE Positions	1,109.6	1,101.6	1,104.6

◆ **Goal 2** To create a Department culture and infrastructure that supports employees, promotes excellence, and fosters culturally and linguistically appropriate human service delivery.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of client-related forms, pamphlets, and posters produced	3,167	3,342	3,408	3,476
Explanation: This measure represents only those materials printed by DES Graphics and Design. It does not include systems-generated forms such as notices and appointment letters.				
Percent of client-related forms, pamphlets, and posters produced that are bilingual	23	22	24	26
Explanation: This measure represents only those materials printed by DES Graphics and Design. It does not include systems-generated forms such as notices and appointment letters.				

DEA 1.1 **Subprogram Summary**
OFFICE OF THE DIRECTOR

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 41-1954

Mission:

To provide leadership, direction, coordination, and support to enable the Department of Economic Security (DES) to achieve its mission and vision.

Description:

The Director's Office of DES consists of the Director; Deputy Director of Programs; Deputy Director of Operations and Special Projects; Office of the Ombudsman; Communications Office; Office of Equal Opportunity; Legislative Services, Intergovernmental Operations, and Legal Services/Child & Family Protection Division.

Funding and FTE

Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,484.3	1,761.7	1,761.7
Other Appropriated Funds	398.5	666.2	666.2
Other Non Appropriated Funds	1,954.8	0.0	0.0
Federal Funds	2,510.9	3,899.9	3,899.9
Program total	6,348.5	6,327.8	6,327.8
FTE Positions	66.0	57.5	57.5

◆ **Goal 1** To improve communication and collaboration within the Department and with other stakeholders, including clients, other agencies, and the broader community in order to improve customer access, service, outcomes, and satisfaction throughout the state.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of referrals to the Ombudsman Program	710	n/a	710	710

Explanation: FY 2005 Actual data is not available at this time.

DEA 1.2 **Subprogram Summary**
GOVERNOR'S ADVISORY COUNCIL ON AGING

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 46-183

Mission:

To advise the Governor, Legislature, and all state departments which the Council deems necessary on all matters and issues relating to the aging population, including the administration of the State Plan on Aging.

Description:

The Governor's Advisory Council on Aging (GACA) is a policy advisory body and does not have regulatory authority. It was established and organized to meet the responsibilities and duties prescribed in A.R.S. § 46-183. The Council advises the Governor, the Legislature, and state departments about aging policies and programs. The Council works to find solutions to the current aging problems and lay groundwork for the future needs of an increasingly aging population.

Funding and FTE

Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	236.5	273.5	273.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	46.8	48.6	48.6
Federal Funds	0.0	0.0	0.0
Program total	283.3	322.1	322.1
FTE Positions	4.5	4.5	4.5

◆ **Goal 1** To obtain input regarding aging issues, programs, and policies from Council members.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of GACA meetings	7	8	6	6

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Legislative Recommendations	n/a	Done	Done	Done
Explanation: GACA cannot accurately forecast the number of recommendations that will be made due to factors beyond their control, such as the political and social environment. Recommendations will be determined by the issues involved.				
Program Recommendations	n/a	Done	Done	Done
Explanation: GACA cannot accurately forecast the number of recommendations that will be made due to factors beyond their control, such as the political and social environment. Recommendations will be determined by the issues involved.				
Awareness Recommendations	n/a	Done	Done	Done
Explanation: GACA cannot accurately forecast the number of recommendations that will be made due to factors beyond their control, such as the political and social environment. Recommendations will be determined by the issues involved.				

◆ **Goal 2** To engage the public in efforts to inform public policy process on issues related to aging.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
To hold the Biannual Senior Action Day	n/a	1	n/a	1
Number of seniors informed on legislative issues	n/a	1,450	n/a	1,450
Number of Citizen Forums on Aging 2020 across the state	n/a	40	n/a	n/a
Explanation: This objective was completed in FY 2005.				
Number of State Departments' Aging 2020 plans informed by public input	n/a	14	n/a	n/a

◆ **Goal 3** To educate the public on aging issues in Arizona and the U.S.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Co-sponsor an Older Workers education seminar and job fair	1	2	2	n/a
Number of older workers and employers informed regarding resources and opportunities	400	1,200	1,200	n/a
Sponsor biannual conference on aging	1	n/a	1	n/a
Number of participants informed regarding current aging resources, research, and programs	600	n/a	500	n/a
Number of public events sponsored to gather input for White House Conference on Aging	n/a	n/a	2	n/a
Number of White House Conference on Aging delegates informed	n/a	n/a	10	n/a

DEA 1.3 **Subprogram Summary**
 GOVERNOR'S COUNCIL ON DEVELOPMENTAL DISABILITIES
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-2451 to 41-2454

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 a planning and advocacy body. It was established in 1974 and organized to meet the responsibilities and duties prescribed in A.R.S. § 41-2451 to 41-2454, as amended in 1989, and Public Law 98-527, amended by Public Law 104-183 in 1996, and amended by Public Law 106-402 on October 30, 2000. NOTE: * The GCDD reports all measures on a federal fiscal year (FFY). FFY 2005 data will be available December 2005. The GCDD Five Year Strategic Plan beginning in 2007 has not yet been finalized making it infeasible to forecast estimated data for FY 2007 at this time.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,297.7	1,315.4	1,315.4
Program total	<u>1,297.7</u>	<u>1,315.4</u>	<u>1,315.4</u>
FTE Positions	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>

◆ **Goal 1** To actively support and promote self-determination activities and leadership development of persons with disabilities and their families.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of individuals graduating from the Partners in Policymaking program (*federal fiscal year)	11	*	25	TBD

◆ **Goal 2** To assist individuals with disabilities to gain employment.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of individuals with developmental disabilities who are employed in the community who were previously working in a sheltered setting (*federal fiscal year)	8	*	n/a	TBD

Explanation: The objective for this measure was completed in FY 2004.

◆ **Goal 3** To promote a free, appropriate public education for all students with disabilities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of individuals who were trained in special education advocacy (*federal fiscal year)	154	*	100	TBD

◆ **Goal 4** To ensure that people with developmental disabilities and their families statewide have the necessary transportation for full community inclusion.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of local government officials who have been made aware of the transportation needs of individuals in their community (*federal fiscal year)	7	*	n/a	TBD

Explanation: The objective for this measure was completed in FY 2004.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of individuals who have been informed of and have access to accessible transportation in their local communities (*federal fiscal year)	n/a	*	50	TBD

◆ **Goal 5** To ensure that people with developmental disabilities and their families statewide have plans for successful aging.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of individuals who have been informed of the full range of legal options (*federal fiscal year)	3,958	*	1,392	TBD

Explanation: This number will decrease in future years as demand for the information diminishes due to dissemination of information in previous years.

◆ **Goal 6** To ensure that individuals with developmental disabilities have full access to the information that they need in order to live successfully in the community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of individuals who have access to statewide accessible and affordable housing database (*federal fiscal year)	n/a	n/a	100	TBD

Explanation: This is a 2-year project; projected outcomes can only be estimated for FY 2006.

DEA 1.4	Subprogram Summary ARIZONA EARLY INTERVENTION PROGRAM
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
PL 105-17	

Mission:

To enhance the capacity of families to support the infants and toddlers with delays or disabilities to thrive in their homes and communities.

Description:

As defined in Section 1431 of Public Law 105-17, the Individuals with Disabilities Education (IDEA) Part C, Infant and Toddlers with Disabilities, the 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; (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 minimize the likelihood of institutionalization of individuals with disabilities and maximize the potential for their living 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 historically underrepresented populations, particularly minority, low-income, inner-city, and rural populations. It is, therefore, the policy of the United States to provide financial assistance to States to (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 their capacity to provide quality early intervention services and expand and improve existing early intervention services being provided to infants and toddlers with disabilities and their families; and (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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	7,187.2	7,306.5	7,306.5
Program total	7,187.2	7,306.5	7,306.5
FTE Positions	10.0	10.0	10.0

◆ **Goal 1** To improve the family-centered model for Arizona's children birth to age three who have developmental delays and their families.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of counties that have participated in and completed the AzEIP on-site monitoring process	n/a	1	5	8

DEA 1.5	Subprogram Summary EMPLOYEE SERVICES AND SUPPORT
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. § 41-1954(A)(1)(e)(2)	

Mission:

To assist employees to capably perform their jobs and to help ensure the Department of Economic Security provides services in an accountable, responsive, and effective manner.

Description:

Division of Employee Services and Support provides support services to all employees and programs of DES. The division is made up of ten functional programs or offices: Appellate Services Administration, Audit & Management Services Administration, Office of Organization & Management Development, Office of Special Investigations, Office of Risk Management, Office of Personnel Management, Volunteer Services, Research Administration, Office of Licensing, Certification and Regulation, and PRIDE/Employee Recognition. In addition, Network and Computer Services also report to the Assistant Director.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,142.2	4,595.1	4,595.1
Other Appropriated Funds	749.6	1,365.7	1,365.7
Other Non Appropriated Funds	3,767.8	3,901.9	3,901.9
Federal Funds	9,052.8	9,529.5	9,529.5
Program total	17,712.4	19,392.2	19,392.2
FTE Positions	326.1	335.1	335.1

◆ **Goal 1** To improve the efficiency and quality of service delivery to customers.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of audits and process improvement projects completed	31	27	30	30
Number of staff attending cultural diversity training	465	467	465	465
Number of staff trained in Conversational Spanish	n/a	53	200	200

◆ **Goal 2** To improve customer access, service, outcomes, and satisfaction throughout the state.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Agency-wide customer satisfaction rating (Scale 1-5)	3.63	3.89	3.9	3.9
Office of Personnel Management customer satisfaction rating based on annual customer survey (Scale 1-5)	4.29	3.69	3.75	3.75
Customer satisfaction rating based on annual survey for Office of Appellate Services Administration (Scale 1-5)	4.0	4.3	4.3	4.4
Customer satisfaction rating based on annual survey for Audit and Management Services (Scale 1-5)	4.5	4.6	4.5	4.5
Customer satisfaction rating based on annual survey for Office of Organization and Management Development (OMD) (Scale 1-5)	4.46	4.54	4.50*	4.5

Explanation: * FY 06 Estimated customer satisfaction rating represents an OMD goal. It is anticipated that the rating will be impacted by customer sensitivity to the planned implementation of process transition strategies with Arizona Government University.

◆ **Goal 3** To create a Department culture and infrastructure that supports employees, promotes excellence, and fosters culturally and linguistically appropriate human service delivery.

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					
Administration as a percent of total cost					4.9	4.9	4.9	4.9	4.9
Agency-wide employee satisfaction rating (Scale 1-5)	3.57	3.57	3.6	3.6	Policy and Planning Administration Customer satisfaction rating (scale 1 to 5)	4.54	4.60	4.6	4.6
Percent of agency staff turnover as reported by Arizona Department of Administration	12.80	15.49	15.75	15.50	Number of available contracted social services through DES and its partners	n/a	1,776	1,500	1,200
Number of Positions filled	9,917	10,531	9,807	9,807	Explanation: The Governor's Value in Procurement initiative will create statewide contracts for commonly used products and services which will result in larger, more complicated but fewer contracts. DES will also be contracting from an agency point of view rather than for each program or division, further reducing the number of contracts.				
Number of new employee retention strategies implemented	4	3	2	2	◆ Goal 2 To reinvent existing processes to create innovative solutions in support of department goals.				
Percent of hires filled through internal promotion	15.6	45.2	16.5	17.0	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of employees receiving a bilingual stipend	134	478	500	525	Percent completion of program budgeting implementation	n/a	50	75	100
Number of Aging 2020 strategies implemented relating to the DES workforce	n/a	n/a	2	2	Explanation: As enacted in SB 1521, department program budgeting is delayed until FY 2006-2007.				
Number of employee recognition celebrations	1,004	1,827	800	800					
Percent of exit interview surveys returned	n/a	n/a	Baseline	n/a					

DEA 1.6 **Subprogram Summary**
BUSINESS AND FINANCE
Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 41-1954(A)(1)(e)

Mission:

To provide innovative and integrated delivery of business services, policy, planning, rulemaking, and special project activities for DES programs and customers through motivated and skilled professionals.

Description:

The program provides business services to the Department for its program divisions to facilitate and support the agency's mission. These services include accounting services; financial management services; budget services; purchasing; contract administration; accounts receivable and collections support; financial systems management and analysis; operations support, i.e., printing services, mail (via contracted privatized provider), supply services and forms, and manual development; fleet services and equipment management; and facilities planning and property management. The Division of Business and Finance coordinates financial funding and audit issues with state and federal entities. In addition, the Division provides policy, planning, project control, best practices, rules, HIPPA compliance, evaluation, and special project services.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	16,912.3	16,450.0	17,530.6
Other Appropriated Funds	2,633.7	5,008.5	5,008.5
Other Non Appropriated Funds	13,538.6	14,225.0	14,225.0
Federal Funds	23,502.9	26,040.8	26,040.8
Program total	56,587.5	61,724.3	62,804.9
FTE Positions	323.0	310.5	310.5

◆ Goal 1 To improve the quality and timeliness of services delivered to our customers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total cost per dollar to administer, bill, and collect debts for the DES programs footnoted below	.0758	.0760	.1000	.1000

Explanation: Cash Assistance, Food Stamps, General Assistance, Jobs, Foster Care Overpayment, Business Enterprises, Child Care, Employee Oversight, Refugee Relocation, Legal Fees and Related Expenses, Division of Developmental Disabilities, Court Ordered Foster Care Parental Assessment, General Assistance Interim Reimbursement, and Foster Care Benefit Trust Fund.

DEA 1.7 **Subprogram Summary**
TECHNOLOGY SERVICES
Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 41-1954(A)(1)(e)

Mission:

To deliver efficient, effective business and technology services for DES customers and employees, in partnership with DES programs.

Description:

The Division of Technology Services (DTS) provides the information technology solutions to meet the needs of DES. DTS provides technical and systems services for the development, maintenance, and enhancement of automated business systems. DTS works to design integrated systems that are in compliance with agency standards.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,943.3	6,943.3	7,775.5
Other Appropriated Funds	1,513.9	1,929.6	1,929.6
Other Non Appropriated Funds	8,039.0	8,331.7	8,545.3
Federal Funds	13,098.2	14,459.2	14,704.8
Program total	29,594.4	31,663.8	32,955.2
FTE Positions	367.0	371.0	374.0

◆ Goal 1 To improve public service by enhancing IT systems and expanding electronic access.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of increased site visits and traffic to AZ eDCSE web site, reducing mailing costs, lobby visits, and customer expense.	n/a	Baseline	10	10

Explanation: New measure for SFY 2006 reflecting the Department's Information Technology Strategic Plan.

Percentage of increase in total number of Family Assistance Administration applications for benefits via Health-e-App.	n/a	Baseline	4	6
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Explanation: New measure for SFY 2006 reflecting the Department's Information Technology Strategic Plan.

Percentage of the E-Government Business Architecture (EGBA) Blueprint that encompasses Common Business Functions, Common Objects, and Common Data Models developed	n/a	n/a	n/a	50
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Explanation: New measure for SFY 2006 reflecting the Department's Information Technology Strategic Plan.

Percentage of the E-Government Technology Architecture (EGTA) Blueprint that encompasses Development, Testing, Quality Assurance, and Production environments developed

n/a	100	n/a	n/a
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Explanation: Completed during SFY 2005.

◆ **Goal 2** To improve the level of internal and external service quality by providing expanded communication, skill development and opportunities, and deployment of tools to optimize employee performance.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Department divisions with web pages on the DES Intranet	n/a	4	7	9

DEA 1.8	Subprogram Summary PUBLIC ASSISTANCE COLLECTIONS
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. § 46-295	

Mission:

To utilize Public Assistance Collection (PAC) monies in an effective, efficient manner so as to enhance the collection of PAC fund programs.

Description:

The program is used to improve public assistance collection activities. Collection activities resulting from this fund will focus on Temporary Assistance for Needy Families (TANF), General Assistance, and Foster Care programs.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	251.1	485.7	485.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	251.1	485.7	485.7
FTE Positions	7.0	7.0	7.0

◆ **Goal 1** To increase efficiency of collections in TANF, General Assistance, and Foster Care.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Cost per Public Assistance Collections dollar collected	.2541	.2095	.2500	.2500

Explanation: The increase in cost of collection for PAC fund overpayments is due to the anticipated change in the procedure for application of non-specified monies received from clients.

DEA 1.9	Subprogram Summary POLICY AND PROGRAM DEVELOPMENT
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. § 41-1954 (A)(1)(e)	

Mission:

To (Refer to DEA 1.6)

Description:

The functions and performance measures for the former Division of Policy and Program Development have been incorporated within the Division of Business and Finance, DEA 1.6.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal**

DEA 2.0	Program Summary ADMINISTRATION-AGING AND ADULT SERVICES
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. § 41-1954(A)	

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.

Description:

The Aging and Adult Administration (A&AA), within the Division of Aging and Community Services, administers a statewide program of advocacy, social services, and programs to serve at-risk and older adults. Emphasis in the delivery of services is placed on at-risk and older adults with the greatest social and economic needs. Aging and Adult services include investigative and protective services, case management, home care (housekeeper-chore, home health aid, personal care, and home nursing), home repair/adaptation/renovation, transportation, State Health Insurance Assistance Program, Family Caregiver Support Program, Long-Term Care Ombudsman, legal assistance, congregate meals, home delivered meals, socialization/recreation, counseling, subsidized employment, volunteer opportunities and training, and adult day care.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,723.8	4,702.8	5,866.7
Other Appropriated Funds	6.4	8.3	8.3
Other Non Appropriated Funds	18.1	20.4	20.4
Federal Funds	7,334.5	7,636.1	7,636.1
Program total	12,082.8	12,367.6	13,531.5
FTE Positions	162.5	162.5	189.5

◆ **Goal 1** To enhance administrative and contract management procedures to improve the quality of services provided to customers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average provider satisfaction rate (Based on a scale of 1-5.)	3.80	3.32	3.5	3.80

DEA 3.0 **Program Summary**
AAA HOME AND COMMUNITY BASED SERVICES
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-1954(A), 46-191, 46-193

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.

Description:

The system of home and community based services includes services that assist disabled adults and the elderly to live as independently as possible in their homes and community. Services provided include home care, home delivered meals, transportation, adult day health care, respite, home repair, and case management. Services are also available for family caregivers and grandparents raising grandchildren.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	10,291.9	11,599.3	11,599.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	16,417.5	18,909.6	18,909.6
Program total	26,709.4	30,508.9	30,508.9
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To improve the ability of the Home and Community Based Services system to ensure that clients are retaining independence through the provision of services in the least restrictive environment and based upon the client's choice.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of survey respondents indicating provision of Home and Community Based Services avoided premature institutionalization (active cases) (biannual survey)	86	n/a	86	n/a

◆ **Goal 2** To provide caregiver support services aimed at meeting the needs of the family caregiver

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of caregivers receiving services	215,603	333,860	340,537	347,347

DEA 4.0 **Program Summary**
ELDER RIGHTS
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-1954(A)(1)(b); 46-451, 46-452.02

Mission:

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.

Description:

Adult Protective Services accepts and evaluates reports of abuse, neglect, and exploitation of vulnerable and incapacitated adults and offers appropriate services. Elder Rights, as part of Title VII of the Older Americans Act, includes four major components under state leadership. These components are Elder Abuse Prevention; Legal Services Assistance; State Long-Term Care Ombudsman; and State Health Insurance Assistance Program. Elder Rights is an advocacy program that incorporates all services, support, and protection to assist vulnerable adults in understanding their rights, maintaining and exercising control over decision making, and benefiting from services and benefits promised by law.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.5	1.0	1.0
Federal Funds	265.7	286.0	286.0
Program total	266.2	287.0	287.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To improve the Adult Protective Services investigation process.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Adult Protective Services investigation percentage rate	73.76	83.44	80.60	80.60

◆ **Goal 2** To enhance Medicare beneficiaries' knowledge and understanding of their benefits, health care coverage, and options.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Estimated dollars saved by Arizona Beneficiaries (in hundred thousands of dollars)	625.8	2,818.0	2,818.0	2,818.0

◆ **Goal 3** To improve residents of Long-Term Care facilities knowledge and understanding of their rights.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of verified complaints resolved to the resident's satisfaction	83	83	85	85

◆ **Goal 4** To improve the provision of legal services assistance for vulnerable adults in Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of client satisfaction with Legal Services	98	98	98	98

DEA 5.0 **Program Summary**
OLDER WORKERS

Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-1954(A)(1)(b)

Mission:

To empower economically disadvantaged persons age 55 or older with job opportunities in training programs or stipend volunteer programs to enhance the participants' quality of life.

Description:

The Older Workers Program consists of two programs. The first is the Senior Community Service Employment Program (SCSEP), also known as Title V of the Older Americans Act, which provides subsidized job training to older workers 55 years of age and older who are at or below 125% of poverty levels. The purpose of Title V is to train workers to enable them to move to unsubsidized employment in the public and private sectors. The Foster Grandparent Program provides stipends and travel expenses to volunteers 60 years of age and older who are at or below poverty guidelines to work with children with special needs.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,038.1	1,064.5	1,064.5
Program total	1,038.1	1,064.5	1,064.5
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To improve the economic self-sufficiency of eligible workers age 55 and over by moving them toward self-sufficiency through training and employment opportunities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of participants in Older Workers program transitioned from subsidized to unsubsidized positions	15	17	29	29

◆ **Goal 2** To improve the quality of life of low income persons age 60 and over while providing meaningful intergenerational contact with special needs children.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of respondents indicating satisfaction with the Foster Grandparent program	87	90	87	87

DEA 6.0 **Program Summary**
ADMINISTRATION-COMMUNITY SERVICES

Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-1954(A)(1)(b)

Mission:

To provide leadership by establishing partnerships and building provider networks that deliver premier human services to at-risk populations.

Description:

Urgent, short-term basic needs, and strategies for long-term solutions are addressed by providing direct services and utilizing networks and partnerships. The goal of the CSA leadership is to establish and provide vision and leadership at all levels that result in effective responses to identified needs.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	198.7	376.6	376.6
Other Appropriated Funds	92.2	214.8	214.8
Other Non Appropriated Funds	188.9	243.4	243.4
Federal Funds	1,817.0	2,131.9	2,131.9
Program total	2,296.8	2,966.7	2,966.7
FTE Positions	54.1	54.1	54.1

◆ **Goal 1** To improve the effectiveness and efficiency of the Community Services Administration.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of invoices processed within 7 business days	94	77*	86	86

Explanation: *FY 2005 Actual data is lower than the FY 2005 Estimate due to staff vacancies and learning curve for new staff.

DEA 7.0 **Program Summary**
COMMUNITY ACTION PROGRAM

Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 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 for services that assist with basic needs and to develop responses to poverty. Areas addressed by agencies include issues associated with poverty, homelessness, and hunger.

This Program Contains the following Subprograms:

- ▶ **Emergency Assistance**
- ▶ **Utility Assistance**

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,414.8	5,924.9	5,924.9
Other Non Appropriated Funds	550.9	591.3	591.3
Federal Funds	11,044.1	14,093.2	14,093.2
Program total	16,009.8	20,609.4	20,609.4
FTE Positions	0.0	0.0	0.0

DEA 7.1
Subprogram Summary
 EMERGENCY ASSISTANCE
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-1954(A)(1); Title 46, Ch. 2, Art. 2.1

Mission:

To temporarily stabilize low-income households having an urgent, basic need which cannot be met with their own or other resources.

Description:

Through contracts with community agencies, federal and state funds are used to provide temporary financial assistance in emergency situations. Assistance is provided for: utilities, shelter, repairs, and special needs.

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,414.8	5,924.9	5,924.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	5,016.7	6,560.2	6,560.2
Program total	9,431.5	12,485.1	12,485.1
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To ensure the provision of emergency assistance services to low-income households throughout the State of Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of households receiving financial assistance in paying rent and mortgage	3,097	4,233	3,720	3,720

◆ **Goal 2** To support the Community Action Network in addressing the causes of poverty in local areas throughout the State of Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of quarterly bulletins developed	1	4	4	4

DEA 7.2
Subprogram Summary
 UTILITY ASSISTANCE
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-1954(A)(1); PL 97-35, Title VI

Mission:

To assist low-income households to obtain and maintain basic utility services.

Description:

These programs provide utility benefits, deposits, repairs or replacement of appliances, discounts on utility bills or telephones to low-income households, as well as full payment of telephone services for medically needy individuals.

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	550.9	591.3	591.3
Federal Funds	6,027.4	7,533.0	7,533.0
Program total	6,578.3	8,124.3	8,124.3
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To ensure the provision of utility assistance services to eligible low-income households throughout the state, particularly those with the lowest income and highest energy burden.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of households receiving Low Income Home Energy Assistance Program benefits	23,387	22,465	22,500	22,500

◆ **Goal 2** To work in partnership with utility companies to administer Utility Discount Programs to low-income households throughout the State of Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of low-income households participating in utility discount programs	63,899	48,236	50,000	50,000

Explanation: FY 2005 Actual data show a decrease due to the loss of two participating utility programs and an increase in the amount of allowable discounts per household.

DEA 8.0
Program Summary
 COORDINATED HUNGER PROGRAMS
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-1954(A)(18); 41-1981(E); PL 97-35, Title VI

Mission:

To increase food security throughout Arizona's communities.

Description:

The Coordinated Hunger Program (CHP) provides a focal point, as required in A.R.S. § 41-1954 (A) (18) and 41-1981 (E), for addressing hunger issues in Arizona. The program coordinates with various federal, state, and local organizations that provide food assistance to the hungry, and contracts with various hunger relief organizations to leverage federal and state resources.

** Also, please note, the summary for this program comprises the Funding and FTE Summary information for the Overall Coordinated Hunger Subprogram, as part of Coordinated Hunger Programs; and is not reported (duplicated) in DEA 8.1.

This Program Contains the following Subprograms:

- ▶ Overall Coordinated Hunger
- ▶ Rural Food Bank Project (sli)

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,257.2	1,286.6	1,286.6
Other Appropriated Funds	442.3	500.0	500.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,258.0	1,225.5	1,225.5
Program total	2,957.5	3,012.1	3,012.1
FTE Positions	0.0	0.0	0.0

DEA 8.1

Subprogram Summary
OVERALL COORDINATED HUNGER

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 41-1954(A)(18); 41-1981(E); PL 97-35, Title VI

Mission:

To implement effective policies, services, programs, and partnerships that address food security in Arizona.

Description:

The Coordinated Hunger Program (CHP) provides a focal point, as required in ARS § 41-1954, (A) (18) and 41-1981 (E), 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. *Note: The FTE and funding information for the Overall Coordinated Hunger Subprogram, DEA 8.1., is displayed in the Coordinated Hunger Programs, DEA 8.0.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To facilitate the resolution of critical hunger issues identified by customers and stakeholders, relative to the Coordinated Hunger Program.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Number of HAC meetings held	9	10	6	6
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Explanation: The Hunger Advisory Council has revised its strategic plan resulting in a reduction of full Council meetings from 10/year to 6/year.

- ◆ **Goal 2** To administer The Emergency Food Assistance Program (TEFAP) that provides commodities from the United States Department of Agriculture (USDA) for low-income households and congregate meals through contracts with regional food bank warehouses and a statewide food bank organization.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Number of Temporary Emergency Food Assistance Program (TEFAP) pounds distributed (in millions of pounds)	12.2	10.1	10.0	10.0
Average number of households served monthly with TEFAP (began data collection in March 2004)	n/a	174,125	175,000	175,000

Explanation: Measure restated for FY 2004, causing a change to the formula used to calculate results of performance measure.

DEA 8.2

Subprogram Summary
RURAL FOOD BANK PROJECT (SLI)

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 41-1954(A)(18); PL 97-35, Title VI

Mission:

To establish and support the statewide regional food bank warehouse network and other food security projects benefiting hungry people in Arizona.

Description:

This subprogram, through the Coordinated Hunger Program (CHP), helps develop the capacity and capability in rural and metropolitan areas of the state for food gleaning, solicitation, distribution, and transportation activities. Technical assistance is provided to rural and urban communities developing local structures to administer food collection and distribution programs.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,257.2	1,286.6	1,286.6
Other Appropriated Funds	442.3	500.0	500.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,258.0	1,225.5	1,225.5
Program total	2,957.5	3,012.1	3,012.1
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To more effectively distribute food resources among counties in Arizona.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Total pounds of food distributed by DES-contracted food banks from all food sources (millions of pounds)

DEA 9.0

Program Summary
COORDINATED HOMELESS PROGRAMS

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 41-1954(A)(19); PL 100-77, PL 100-628

Mission:

To work towards 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 DES Director and DOH Director and for the development and implementation of the State Plan To End Homelessness. Additional areas of responsibility include implementation of the Statewide Program Evaluation Project, data collection and analysis, and support for and participation in local homeless planning activities.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,121.0	1,155.4	1,155.4
Other Appropriated Funds	1,393.3	1,649.5	1,649.5
Other Non Appropriated Funds	14.0	18.0	18.0
Federal Funds	1,308.5	1,309.9	1,309.9
Program total	3,836.8	4,132.8	4,132.8
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To assess the needs and characteristics of homeless individuals and families on an annual basis

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Surveys completed	2	1	1	1

Explanation: Plan has changed from 2 semi-annual to 1 annual survey.

◆ **Goal 2** To develop and fund needed services for homeless individuals and families through a variety of strategies.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Individuals receiving emergency shelter	16,590	14,776	15,000	15,000
Individuals receiving transitional housing	3,973	2,230	4,000	4,000

◆ **Goal 3** To staff the development of and provide leadership to implement the State Plan to End Homelessness, which will focus on increased access to mainstream resources, integration of services, rapid re-housing, and permanent supportive housing for homeless individuals and families.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
State Plan To End Homelessness developed and implemented	n/a	Ongoing	Ongoing	Ongoing

DEA 10.0 **Program Summary**
DOMESTIC VIOLENCE PROGRAM
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 36-3001 - 36-3009

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 non-profit 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,188.5	3,707.9	3,707.9
Other Appropriated Funds	5,432.3	8,320.7	8,320.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	555.7	659.0	659.0
Program total	8,176.5	12,687.6	12,687.6
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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of women and children sheltered in emergency shelters	9,626	9,029	11,600	11,600
Number of unduplicated women and children sheltered in transitional housing	429	551	525	525
Number of victims assisted in self-help clinics	3,594	4,102	3,200	3,200
Number of victims provided with civil legal assistance	5,711	5,132	4,000	4,000
Number of victims provided with lay legal advocacy	1,720	1,640	2,000	2,000

◆ **Goal 2** To partner with the shelter providers to improve the accessibility and quality of the domestic violence service network.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average cost to operate an emergency shelter - annualized and based on 21 beds	562,284	588,255	600,000	600,000

DEA 11.0 **Program Summary**
REFUGEE RESETTLEMENT PROGRAM
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 PL 96-212

Mission:

To assist refugees in Arizona with attaining social and economic self-sufficiency and well-being.

Description:

Through the coordination of public and private resources, the Arizona Refugee Resettlement Program (RRP) promotes successful refugee resettlement that best enables refugees to achieve social and economic self-sufficiency and well-being. This is accomplished through community partnerships and initiatives, and contracts and direct services that effectively use the following funding sources: Office of Refugee Resettlement Social Services and Targeted Assistance formula and discretionary, Cash, Medical, Administrative, and Unaccompanied Refugee Minor Program grants.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	6,010.8	6,808.0	6,808.0
Program total	6,010.8	6,808.0	6,808.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To promote refugee social and economic self-sufficiency and well-being.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of refugees receiving refugee cash assistance	1,296	2,284	1,300	1,300
Number of refugees placed in employment	728	896	800	800
Average hourly salary of refugees placed in employment	6.99	6.83	7.00	7.00
Percent of refugee medical assistance program eligibility determinations made within 48 hours of receipt of a complete application	98.9	100	98.0	98.0
Number of eligible refugees receiving medical assistance	3,129	6,734	4,500	4,500
Number of older refugees who obtain U.S. Citizenship	Baseline	71	56	56

Explanation: New measure for FY 2005.

DEA 12.0 **Program Summary**
 DISABILITY DETERMINATION SERVICES ADMINISTRATION
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 46-1954(A)(1)(b)

Mission:

To provide timely and accurate disability determinations for the people we serve.

Description:

The Disability Determination Services Administration (DDSA) adjudicates Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) benefit claims from Social Security offices in Arizona. Federal statutes and regulations require the states to administer the disability documentation and decision-making process for claimants who are residents. The DDSA operates under federal statutes and regulations which require states to make SSDI and SSI disability determinations for their residents. The Social Security Administration (SSA) funds 100 percent of the program cost and mandates specific program guidelines and performance standards. In addition, the DDSA reviews and determines entitlements for all referred initial and continuing Arizona Long-Term Care System 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	197.3	197.4	233.3
Federal Funds	21,858.7	21,858.8	21,858.8
Program total	22,056.0	22,056.2	22,092.1
FTE Positions	252.0	252.0	252.0

◆ **Goal 1** To improve Disability Determination Services Administration performance.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of correct cases	95.5	88.3	95.7	95.7
Average Social Security Disability Insurance initial case processing time (days)	99.0	95.7	98.0	98.0
Average Supplemental Security Income initial case processing time (days)	94.4	94.5	93.0	93.0

◆ **Goal 2** To improve customer satisfaction.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction rating (Scale 1-5)	4.42	4.3	4.5	4.5

◆ **Goal 3** To increase the effectiveness of relationships with business partners.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of rural vendors	160	165	170	175

◆ **Goal 4** To increase job satisfaction.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of job satisfaction	88.0	n/a	89.0	89.0

Explanation: Survey was not conducted in FY 2005, but will be conducted in FY 2006.

DEA 13.0 **Program Summary**
 FAMILY ASSISTANCE
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-1954(A)(1)(b)(c)

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

The program ensures conformity with federal and state laws in the Food Stamp, Cash Assistance under Temporary Assistance for Needy Families (TANF), General Assistance, Institutional Support Payments, and Tuberculosis Control programs; coordinates eligibility determination for Medical Assistance Only programs; and provides Child Passenger Restraint seats.

This Program Contains the following Subprograms:

- ▶ Family Assistance Administration
- ▶ Cash Assistance Under Temporary Assistance For Needy Families (sli)
- ▶ Child Passenger Restraint
- ▶ Eligibility Determination
- ▶ Food Stamps
- ▶ General Assistance (sli)
- ▶ Tuberculosis Control (sli)
- ▶ Institutional Support Payments (sli)
- ▶ Office of Program Evaluation

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	93,040.7	88,016.3	82,515.2
Other Appropriated Funds	100,648.3	106,208.3	97,508.3
Other Non Appropriated Funds	66,257.6	66,357.7	66,357.7
Federal Funds	648,387.3	704,269.7	704,233.8
Program total	908,333.9	964,852.0	950,615.0
FTE Positions	2,731.0	2,716.0	2,716.0

DEA 13.1 **Subprogram Summary**
 FAMILY ASSISTANCE ADMINISTRATION

Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-1954(A)(1)(c)

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

The Family Assistance Administration provides support to field staff by providing leadership, oversight, policy and procedures, training, system support, financial and purchasing control, human resources, and management information. The subprogram ensures conformity with federal and state laws in the Food Stamp, Cash Assistance under Temporary Assistance for Needy Families (TANF), General Assistance, Institutional Support Payments, and Tuberculosis Control programs; coordinates eligibility determination for Medical Assistance Only programs; and provides Child Passenger Restraint seats. Also, please note, the summary for this program includes the Funding and FTE Summary information for Eligibility Determination, as part of the Family Assistance Program; and it is not reported (duplicated) in DEA 13.4.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	21,057.6	21,415.9	21,414.8
Other Appropriated Funds	8,419.7	8,670.7	8,670.7
Other Non Appropriated Funds	65,995.3	65,995.2	65,995.2
Federal Funds	21,440.9	21,340.2	21,304.3
Program total	116,913.5	117,422.0	117,385.0
FTE Positions	2,673.0	2,658.0	2,658.0

◆ **Goal 1** To attract, develop, and retain qualified employees

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of staff satisfied with job (satisfied with job is a 3 to 5 rating on a scale of 1 to 5)	70.0	78.6	90.8	90.8
Percent turnover rate	n/a	n/a	13.9	13.9
Explanation: *Due to staff shortages and increased workloads, FY 2004 and FY 2005 Surveys were not administered.				
Percent of Family Assistance Administration employees who separate due to job dissatisfaction	n/a	n/a	9.23	9.23
Explanation: *Due to staff shortages and increased workloads, FY 2004 and FY 2005 Surveys were not administered.				
Number of Family Assistance Administration employees completing employee exit survey	n/a	n/a	98	98
Explanation: *Due to staff shortages and increased workloads, FY 2004 and FY 2005 Surveys were not administered.				

DEA 13.2 **Subprogram Summary**
CASH ASSISTANCE UNDER TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (SLI)
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-1954(A)(1)(c); Title 46, Ch. 2, Art. 5

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 of the federally funded program. The CA Program operates under the Welfare Reform Demonstration Project EMPOWER (Employing and Moving People Off Welfare and Encouraging Responsibility). EMPOWER provides temporary cash assistance to families who are seeking employment or completing an education or training program that enables them to move into the work force and leave the welfare system. The major provisions of EMPOWER include: Time Limited Assistance - Adult Household members can only receive CA for 24 months during a five year period of time; Family Benefit Cap - CA benefits will not be increased for additional children; Unwed Minor Parents - Eligibility of unwed minor parents is limited; Individual Development Account - Allowing an educational/training savings account that will not count against the CA or food stamp resource limits; and Transitional Medical Assistance - extending benefits from 12 to 24 months. In addition to the EMPOWER provisions, the CA Program includes a grant diversion option. The diversion option offers a one-time up-front payment to needy CA applicants who are likely to obtain immediate employment. The one-time diversion payment may eliminate the applicant's need for on-going CA assistance.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	66,598.6	60,596.9	55,096.9
Other Appropriated Funds	91,675.6	97,059.8	88,359.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	158,274.2	157,656.7	143,456.7
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of TANF Cash Benefits issued timely	92.3	97.5	98.6	98.6
Explanation: Timeliness and accuracy rates are affected by recent Reduction in Force (RIF), resulting from budget shortfalls.				
Percent of total TANF Cash Benefits payments issued accurately	90.9	93.8	95.0	95.0
Explanation: Timeliness and accuracy rates are affected by recent Reduction in Force (RIF), resulting from budget shortfalls.				
Average cash benefits caseload (unduplicated)	49,835	44,345	42,000	42,000
Average number of TANF Cash Assistance recipients	118,363	101,580	96,180	96,180
Number of cases diverted from TANF	22	1,347	1,347	1,347
Percentage of reduction in TANF cash benefits adult caseload (non-child-only cases)	n/a	Baseline	16	16
Explanation: New measure during FY 2006.				
Percentage of TANF recipients who leave due to employment and do not return for at least 6 months	69.3	80.3	80.3	80.3

DEA 13.3 **Subprogram Summary**
CHILD PASSENGER RESTRAINT

Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 28-907

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

The subprogram provides car seats for distribution to requesting hospitals, health clinics, domestic violence shelters, and homeless shelters for loan to indigent applicants.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	199.8	300.0	300.0
Federal Funds	0.0	0.0	0.0
Program total	199.8	300.0	300.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To disburse the Child Passenger Restraint Fund monies on purchasing and distributing child restraints seats.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Car seats purchased and distributed	6,305	3,539	3,157	3,157

Cost per car seat 38.46 40.54 39.73 39.73

DEA 13.4 **Subprogram Summary**
ELIGIBILITY DETERMINATION
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 46-204

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

The subprogram ensures conformity with federal and state laws in the Food Stamp, Cash Assistance (CA) under Temporary Assistance for Needy Families (TANF), General Assistance, Institutional Support Payments, and Tuberculosis Control programs. In addition, it conducts eligibility for Medical Assistance (MA) programs. ** As in prior years, the funding information for the Eligibility Determination Subprogram, DEA 13.4., is displayed in the Family Assistance Administration Subprogram, DEA 13.1.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To improve customer service and accessibility

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of clients satisfied with Family Assistance Administration	86.6	88.79	88.2	88.2
Number of recipients receiving medical assistance per month	828,266	888,452	928,545	969,418

◆ **Goal 2** To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Medical Assistance timeliness rate	89.6	95.2	95.8	95.8
Medical Assistance case accuracy rate	94.0	94.2	97.0	97.0

DEA 13.5 **Subprogram Summary**
FOOD STAMPS
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 46-136

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

Food Stamps (FS) provide low-income households increased food purchasing power, enabling them to obtain a more adequate nutritional diet. This is a federal program regulated by the U.S. Department of Agriculture (USDA). The state administers the distribution of food stamps through electronic benefit transfers (EBT) and food stamp coupons.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	626,063.8	682,046.9	682,046.9
Program total	626,063.8	682,046.9	682,046.9
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
FS timeliness rate	82.9	94.3	95.3	95.3
Explanation: FY 2004 Food Stamp timeliness rate is affected by recent Reduction in Force (RIF), resulting from budget shortfalls.				
Mean number of days to process initial food stamp applications	24.8	18.8	22.1	22.1
Percent of total food stamp payments issued accurately	93.5	93.1	93.0	93.0
Explanation: This measure is on a federal fiscal year. FY 2005 Actual data are preliminary and may change as system-generated information is updated. Final data will be available after the close of the federal fiscal year and subsequent federal reports.				
Average monthly number of FS recipients	521,992	546,369	571,145	597,560
Explanation: DES is increasing food stamps outreach to targeted populations.				

◆ **Goal 2** To improve customer service and accessibility.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of persons in poverty receiving food stamps	65.78	67.88	70.46	70.46

DEA 13.6 **Subprogram Summary**
GENERAL ASSISTANCE (SLI)
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. Title 46, Ch. 2, Art. 2

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

This 100 percent state-funded subprogram provides financial assistance to individuals who are unemployable because of physical or mental disability.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,917.4	4,260.8	4,260.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	3,917.4	4,260.8	4,260.8
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
General Assistance timeliness rate	93.9	96.5	96.8	96.8
Explanation: FY 2004 General Assistance timeliness rate is affected by recent Reduction in Force (RIF), resulting from budget shortfalls.				

DEA 13.7

Subprogram Summary
TUBERCULOSIS CONTROL (SLI)

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 36-716

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

This subprogram provides financial assistance and support services to persons certified unemployable because of communicable tuberculosis.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	28.9	32.2	32.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	28.9	32.2	32.2
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Tuberculosis Control timeliness rate	76.1	86.2	100	100

Explanation: FY 2004 Tuberculosis Control timeliness rate is affected by recent Reduction in Force (RIF), resulting from budget shortfalls.

DEA 13.8

Subprogram Summary
INSTITUTIONAL SUPPORT PAYMENTS (SLI)

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 46-252

Mission:

To assist individuals and families to improve their quality of life.

Description:

The purpose of the Institutional Support Payments (ISP) subprogram is to certify payments to eligible aged, blind, or disabled persons in licensed supervisory care, adult foster care homes, residents of licensed 24-hour residential care behavioral health facilities, and other licensed long-term care institutions.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate

Institutional Support Payments timeliness rate	n/a	n/a	n/a	n/a
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DEA 13.9

Subprogram Summary
OFFICE OF PROGRAM EVALUATION

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 41-1954(A)(3)(4)

Mission:

To partner with the Family Assistance Administration in improving quality performance through evaluation of programs.

Description:

The Office of Program Evaluation (OPE) evaluates and monitors eligibility for the following programs: Cash Assistance (CA), Food Stamps (FS), General Assistance (GA), sanction compliance within JOBS (DERS) program and specialized areas within the Arizona Health Care Cost Containment System (AHCCCS) through the application of approved quality control (QC) and performance measurements. The OPE performs a management evaluation (ME Unit) function by reviewing local office processes to determine FS and CA program accuracy and compliance with state and federal mandates. NOTE: Office of Program Evaluation measures are reported on federal fiscal year (FFY). FFY 2005 Actual data will be available after January 2006.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,438.2	1,710.5	1,710.5
Other Appropriated Funds	553.0	477.8	477.8
Other Non Appropriated Funds	62.5	62.5	62.5
Federal Funds	882.6	882.6	882.6
Program total	2,936.3	3,133.4	3,133.4
FTE Positions	58.0	58.0	58.0

◆ **Goal 1** To Improve job satisfaction.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of employees satisfied with Office of Program Evaluation (*federal fiscal year)	87	*	94	94

◆ **Goal 2** To Improve the quality of customer service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of customers satisfied with Office of Program Evaluation (*federal fiscal year)	100	*	98.0	98.0
Percent of Stakeholders satisfied with Office of Program Evaluation (*federal fiscal year)	100	*	97.0	97.0

◆ **Goal 3** To increase Office of Program Evaluation/Family Assistance Administration efficiency and accountability.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of reviews completed timely (95 days) (*federal fiscal year)	100	*	99.0	99.0
State Focus Office accuracy rates (*federal fiscal year)	91	*	93.0	93.0
Total dollar amount of federal food stamp differences in sub-sample reviews (*federal fiscal year)	0	*	430	430
Number of invalid negative reviews per year (*federal fiscal year)	0	*	3	3

DEA 14.0	Program Summary
ADMINISTRATION FOR CHILDREN, YOUTH AND FAMILIES	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. § 41-1954(A)(1)(b)(c)	

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

The Division of Children, Youth and Families (DCYF) provides positive leadership and centralized administrative support services for the programs managed by the Administration for Children, Youth and Families (ACYF), the Comprehensive Medical and Dental Program (CMDP) Administration, the Program Services Administration (PSA) and the Finance and Business Operations Administration (FBOA). The ACYF administers and provides child welfare services through the Child Protective Services (CPS) Hotline and six local districts. The CMDP administers a medical and dental services program for children in out-of-home care and also determines children's Title XIX eligibility. The PSA includes administration of the following programs and support areas: Child Welfare Training Institute (CWTI); State and Federal Policy and Programs which includes Adoptions (Adoption Subsidy and Subsidized Guardianship); Interstate Compact for the Placement of Children (ICPC) and Indian Child Welfare Act (ICWA); Office of Prevention and Family Support; Substance Abuse Treatment Program (Arizona Families F.I.R.S.T. - Families in Recovery Succeeding Together); and Behavioral Health Services including Family Group Decision Making. The FBOA includes administration of the following business and operations functions: Financial Management, Contract Management, Reports and Statistics, Staff Management, Automated Systems Supports, Title IV-E Eligibility, Payment Processing, and CHILDS, the DCYF's child welfare information system. Other programs and services provided by the DCYF include the Protective Services Review Team (PSRT), Family Advocacy, Crisis Management, Continuous Quality Improvement, Program Improvement, Quality Assurance, and Strategic Planning.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	41,464.2	56,590.4	58,659.6
Other Appropriated Funds	26,646.9	27,553.2	27,553.2
Other Non Appropriated Funds	19.9	58.6	58.6
Federal Funds	34,307.8	31,041.1	31,378.6
Program total	102,438.8	115,243.3	117,650.0
FTE Positions	1,942.5	2,154.6	2,193.6

◆ **Goal 1** To provide quality leadership and training opportunities to enhance the delivery of quality services and promote accountability.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of newly hired Child Protective Services specialists completing training within 7 months of hire	100	100	100	100
Percent of newly hired CPS specialists trained about the co-occurrence of domestic violence and child abuse and delivery of needed services to victims	n/a	100	100	100
Number of DCYF staff participating in diversity awareness training through conference participation and the Child Welfare Training Institute	456	502	552	580
Percent of CPS complaints reviewed by the Office of the Ombudsman Citizens Aide where allegations are reported as valid by the Ombudsman	16	14	14	14
Percent of calls to the Family Advocate that relate to CPS complaints	89	81	82	82

Percent of CPS cases where the Family Advocate is involved and is successful in facilitating a solution	90	92	92	92
Percent of CPS providers who rate satisfaction at 3 or higher (Scale 1 to 5)	76.96	78.71	77.50	77.50
Percent of CPS clients who rate satisfaction at 3 or higher (Scale 1 to 5)	66.07	68.76	67.00	67.00
Number of CPS staff with bilingual abilities	134	200	210	220

◆ **Goal 2** To improve employee satisfaction, retention and recruitment.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average overall employee satisfaction rating (scale 1 to 5)	3.55	3.45	3.5	3.5

Explanation: New measure beginning FY 2004.

DEA 15.0	Program Summary
CHILD ABUSE PREVENTION	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. § 41-1954(A)(1)(b)	

Mission:

To strengthen and stabilize families and to increase public awareness of child abuse prevention.

Description:

The program provides an array of community-based services to families prenatally and at the birth of a newborn on a voluntary basis via its subprograms in various geographic locations. The program also provides methods for increasing public awareness regarding problems of child abuse and neglect; encourages professional groups and persons to recognize and deal with child abuse and its prevention; makes available information on child abuse and neglect prevention to agencies and groups that deal with this problem; and encourages development of community prevention programs.

This Program Contains the following Subprograms:

- ▶ **Healthy Families**
- ▶ **Child Abuse Prevention**
- ▶ **Family Support and Family Preservation**

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,915.8	8,715.8	8,715.8
Other Appropriated Funds	593.8	5,853.9	5,853.9
Other Non Appropriated Funds	1,000.1	2,550.5	2,550.5
Federal Funds	2,543.8	2,684.2	2,684.2
Program total	8,053.5	19,804.4	19,804.4
FTE Positions	1.0	1.0	1.0

DEA 15.1	Subprogram Summary HEALTHY FAMILIES
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. § 8-701	

Mission:

To utilize home-based, family-centered services which promote child health and development, prevent child abuse and neglect, and enhance positive parent/child interaction.

Description:

The Healthy Families Arizona subprogram is a community-based, multi-disciplinary program serving families prenatally and at the birth of a newborn and is designed to reduce stress, enhance family functioning, promote child health and development, enhance parent/child interaction, and minimize the incidence of abuse and neglect within a multi-cultural environment. This voluntary home visitation program provides a Family Support Specialist (FSS) who will assist the family in obtaining concrete services as well as provide emotional support, informal counseling, role modeling, effective life coping skills, bonding, education on child development, and developmental assessments so that early identification of any learning disabilities, physical handicaps, or behavioral health needs are determined. The FSS will provide education on the importance of preventive health care, assistance and encouragement to assess comprehensive private and public preschool and other school readiness programs, and assistance in applying for private and public financial assistance, including employment services. The FSS works closely with the child's pediatrician in monitoring the child's health. Families may be visited anywhere from weekly to quarterly according to the family's level of need. Program services are available for five years. NOTE: Healthy Families Arizona outcomes are evaluated and reported on federal fiscal year. FY 2005 outcome data will be available December 2005.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,915.8	8,715.8	8,715.8
Other Appropriated Funds	0.0	5,034.2	5,034.2
Other Non Appropriated Funds	1,000.1	2,550.5	2,550.5
Federal Funds	16.5	475.0	475.0
Program total	4,932.4	16,775.5	16,775.5
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To prevent and reduce abuse and neglect of children while protecting vulnerable children under the age of five years.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of at-risk families served by Healthy Families Arizona program	2,301	3,564	4,200	4,631
Percent of program families not having a substantiated report of child abuse or neglect	98.4	96.6	97	97
Percent of Healthy Families Arizona participants who show improvement on the risk and protective factors measured by the Healthy Families Parenting Inventory	n/a	*	Baseline	n/a

Explanation: FY 2005 Healthy Families Parenting Inventory piloted. FY 2006 will establish baseline.

◆ **Goal 2** To enhance parents' ability to create stable and nurturing home environments and to enhance children's health and development for children under the age of five.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of program children having developmental screens to identify delays at appropriate intervals during year 1 of the program	80.6	78.8	83	83

DEA 15.2	Subprogram Summary CHILD ABUSE PREVENTION
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. § 8-550.01	

Mission:

To provide information about model child abuse prevention programs that will increase knowledge and skills of participants.

Description:

The annual Child Abuse Conference provides information on the entire prevention continuum from public awareness campaigns to prosecuting crimes against children. The revenue from the Child Abuse Prevention Fund is used for financial assistance to community child abuse and neglect prevention programs offering prevention services to children and their parents or guardians. The funds are currently used for the Healthy Families Arizona program, the Regional Child Abuse Prevention Councils, and the Child Abuse Prevention Conference.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	593.8	819.7	819.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	593.8	819.7	819.7
FTE Positions	1.0	1.0	1.0

◆ **Goal 1** To provide quality leadership and training opportunities to enhance the delivery of quality services and promote accountability.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average participant satisfaction with the Child Abuse Prevention Conference (scale 1-5)	4.4	4.2	4.5	4.5

DEA 15.3	Subprogram Summary FAMILY SUPPORT AND FAMILY PRESERVATION
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. § 8-701	

Mission:

To strengthen, stabilize, and promote safety of all families through the development of a continuum of family-centered services which are comprehensive, coordinated, community-based, accessible, and culturally responsive.

Description:

Community-based family support and preservation services, which are not limited to Child Protective Services cases, seek to improve the safety and well-being of families, enhance family functioning, foster a sense of self-reliance, reduce risk factors, and stabilize families. A broad array of services are provided including, but not limited to, case management, housing search and relocation, assistance in securing child care, early intervention, food and nutrition, information and referral, mentoring, parenting skills training, peer self-help, supportive counseling, transportation, emergency services, and intensive family preservation services. Service providers are required to form collaborative partnerships with other agencies for the provision of family centered services. Services provided are contingent upon the needs of the family and the community resources, and are voluntary. Family Support and Family Preservation outcomes are evaluated and reported on federal fiscal year. FY 2005 data will be available May 2006.

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,527.3	2,209.2	2,209.2
Program total	2,527.3	2,209.2	2,209.2
FTE Positions	0.0	0.0	0.0

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	70,491.6	56,076.5	80,143.8
Other Appropriated Funds	29,184.3	45,734.5	45,734.5
Other Non Appropriated Funds	2,096.3	890.0	890.0
Federal Funds	62,123.8	51,301.6	54,707.3
Program total	163,896.0	154,002.6	181,475.6
FTE Positions	10.5	10.5	10.5

◆ **Goal 1** To enhance parents' ability to create stable and nurturing home environments and to enhance children's health and development.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of at-risk families served by Family Support and Family Preservation program (*federal fiscal year)	8,224	*	8,250	8,250
Percent of Family Support and Family Preservation participants not having subsequent substantiated CPS report (*federal fiscal year)	99	*	99	99

DEA 16.0	Program Summary CHILD PROTECTION SERVICES
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. Title 8, Ch 5 & 10	

Mission:

To protect children by investigating allegations of abuse and neglect, promoting the well-being of the child in a permanent home, coordinating services to strengthen the family, and to prevent, intervene in, and treat abuse and neglect of children.

Description:

This program provides specialized child welfare services that seek to prevent dependency, abuse, and neglect of children. The Child Protective Services program includes the receiving, screening, and investigation of reports of alleged child abuse and neglect, assessment of child safety, assessment of whether children are at imminent risk of harm, and evaluation of conditions that support or refute the alleged abuse or neglect and need for emergency intervention. This program also provides services designed to stabilize a family in crisis, reduce risk factors that place children at risk of abuse and neglect, and preserve the family unit. This program provides an array of services that include Family Group Decision Making, Family Builders, Family Preservation services (intensive family services), case management, parent aide, and other in-home support services to families. In addition, services to promote permanence, stability, and continuity of care for children who enter out-of-home care are provided. These services include, but are not limited to: case management, permanency planning, adoptive and foster home recruitment, independent living skills training, and other out-of-home services to individuals or families.

This Program Contains the following Subprograms:

- ▶ Intake
- ▶ In-home Children Services
- ▶ Family Builders
- ▶ Intensive Family Services (sli)
- ▶ Family Reunification
- ▶ Out-of-home Children Services
- ▶ Child Severance Project
- ▶ Independent Living
- ▶ Subsidized Guardianship
- ▶ High Risk Infants

DEA 16.1	Subprogram Summary INTAKE
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. § 8-802(C)	

Mission:

To protect children from alleged child abuse and neglect inflicted or allowed by a parent, legal guardian, or custodian. The Child Abuse Hotline is the gateway for the community to identify children and families at risk by assessing information received and determining appropriate Hotline actions to support the community and agency in the protection of children.

Description:

The Child Protective Services program, under A.R.S. § 8-802, is granted authority to receive reports from all sources regarding the possible abuse, neglect, abandonment, or exploitation of any child living within the boundaries of the State of Arizona. The Arizona Child Abuse Hotline, located in Phoenix, Arizona, is the receiving point for all telephone, faxed, and written communications from any person, law enforcement, or judicial entity concerned about the possible or alleged abuse, neglect, abandonment, or exploitation of a child within the State of Arizona. Sources also include parents, mandated reporters, private citizens, and anonymous reporters. Trained Child Protective Services Specialists answer all calls, asking specific cue questions regarding the type of abuse or neglect alleged. Information is assessed as to whether it meets the statutory requirement for a CPS report. Information is assessed and triaged regarding imminent risk of harm to the child. Field unit supervisors or after-hours staff are notified immediately when emergency intervention is needed.

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,615.8	1,636.0	1,636.0
Other Appropriated Funds	291.5	291.5	291.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	131.8	396.4	396.4
Program total	2,039.1	2,323.9	2,323.9
FTE Positions	10.5	10.5	10.5

◆ **Goal 1** To prevent and reduce abuse and neglect of children while protecting vulnerable children.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of CPS reports received	39,176	37,180*	37,000	37,000
Explanation: *FY 2005 Actual data not final.				
CPS and Family Builders percent response rate	100*	n/a	n/a	n/a
Explanation: *Effective July 1, 2004, CPS responds to all CPS reports. Measure discontinued for FY 2005 reporting period.				
Child protective services response rate (percent)	n/a	100	100	100
Explanation: New measure beginning FY 2005. Effective July 1, 2004, CPS responds to all CPS reports. Prior to FY 2005, the response rate performance measure was CPS and Family Builders percent response rate.				

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Percent of child protective service reports that are substantiated	13.36	15.0	16.0	16.0
Explanation: FY 2004 Actual data are updated and finalized to reflect the results of the CPS appeals process. FY 2005 Actual data not considered final until the results of the CPS appeals process are finalized for all proposed CPS reports taken during the reporting period.				
Number of substantiated reports of child maltreatment	4,028	4,000	4,000	4,000
Explanation: FY 2004 Actual data are updated and finalized to reflect the results of the CPS appeals process. FY 2005 Actual data not considered final until the results of the CPS appeals process are finalized for all proposed CPS reports taken during the reporting period.				
Number of substantiated reports of child maltreatment per 1,000 children	3.11	2.99	3.15	3.15
Explanation: Arizona child safety indicator; does not reflect program performance. FY 2004 Actual data are updated and finalized to reflect the results of the CPS appeals process. FY 2005 Actual data not considered final until the results of the CPS appeals process are finalized for all proposed CPS reports taken during the reporting period.				
Percentage of CPS reports responded to timely	78.5	78.2*	81.0	82.0
Explanation: *Decrease during FY 2005 due to CPS' responding to 100% of CPS reports effective July 1, 2004.				
Number of CPS investigations jointly responded to by law enforcement and CPS	n/a	5,998*	6,300	6,615
Explanation: New measure beginning FY 2005 reporting period. *3,450 of the 5,998 relate to extremely serious conduct allegations.				
Number of child fatalities as a result of child abuse or neglect which were the subject of prior CPS reports	14	*	14	14
Explanation: New measure beginning FY 2004 reporting period. *Data will be obtained from the annual report of the State Child Fatality Review Team to be issued in December 2005.				
Percent of CPS original dependency cases where the court denied or dismissed	<1	<1	<1	<1
Percent of Office of Administrative Hearings where CPS case findings are affirmed	79*	85.1	85	85

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average monthly number of in-home service only cases (unduplicated)	3,859	4,798	6,298	6,798

DEA 16.3

Subprogram Summary
FAMILY BUILDERS

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 8-816

Mission:

To reduce the reoccurrence of abuse and neglect through the provision of collaborative community-based family centered services in an effort to preserve families and to identify and build on the capabilities of each family member in ways that have empowering consequences.

Description:

The Family Builders Program allows Child Protective Services (CPS) to refer families to the Family Builders Program effective July 1, 2004, after investigation by CPS. These services will be available to families with children at low, moderate, or moderate high risk of future maltreatment whose needs cannot be sufficiently met through referral to community resources and do not require more intensive in-home services. The program uses a strength-based, family-centered practice approach versus an investigative approach and seeks to reduce the reoccurrence of subsequent substantiated child abuse and neglect reports. Services available to families include: family assessment, case management, child day care, parenting skills training, parent aide services, respite services, referrals to community services, supportive intervention and guidance counseling, assistance in housing search and relocation, assistance with transportation, emergency services, intensive family preservation services, and emergency shelter services.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,139.4	5,200.0	5,200.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	3,139.4	5,200.0	5,200.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To enhance parents' ability to create safe, stable and nurturing home environments that promote safety of all family members and healthy child development.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of families receiving Family Builders services	1,915	1,844	922*	*

Explanation: *The Family Builders program will end January 31, 2006. This service type/array will be incorporated into a new service called "Integrated Services".

DEA 16.4

Subprogram Summary
INTENSIVE FAMILY SERVICES (SLI)

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 41-1954(A)(1)(b)

Mission:

To provide services to children who are at imminent risk of out-of-home placement due to abuse, neglect, and dependency.

Description:

The Intensive Family Services Program provides intensive, time-limited services to families in order to maintain at-risk children in their home or return children home.

DEA 16.2

Subprogram Summary
IN-HOME CHILDREN SERVICES

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 8-801(1); 802(C)(6)

Mission:

To provide a continuum of quality, in-home, family-centered services which will strengthen and stabilize families in need of support.

Description:

This subprogram provides specialized welfare services to families that seek to prevent dependency, abuse, and neglect by reaching out with social services to stabilize family life and to preserve the family unit. This program focuses on families where unresolved problems have produced visible signs of dependency and child abuse or neglect and the home situation presents actual and potential risk to the physical or emotional well-being of children.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,904.1	5,504.1	13,536.8
Other Appropriated Funds	3,096.3	917.3	917.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	3,199.3	3,342.8	3,620.1
Program total	11,199.7	9,764.2	18,074.2
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To enhance the ability of parents being served by Child Protective Services to create safe, stable, and nurturing home environments by providing cost effective services that promote the safety of all family members.

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Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,985.6	1,985.6	1,985.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,985.6	1,985.6	1,985.6
FTE Positions	0.0	0.0	0.0

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,012.2	3,299.5	3,299.5
Other Appropriated Funds	1,699.3	2,000.0	2,000.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,999.9	1,768.4	1,768.4
Program total	6,711.4	7,067.9	7,067.9
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To promote family preservation so children can remain safely in their homes.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Monthly average number of families receiving services	3,859	1,860	1,860	1,860

DEA 16.5

Subprogram Summary
FAMILY REUNIFICATION

Alcirra Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 8-812

Mission:

To develop and provide family-centered substance abuse and recovery support services that promote family independence, stability, self-sufficiency, and recovery from substance abuse, assure child safety and support permanency for children to parents whose substance abuse is a significant barrier to maintaining or reunifying the family (Arizona Families F.I.R.S.T.). To provide short-term, time-limited family reunification services to children and families who are involved with Child Protective Services (Family Group Decision Making).

Description:

The Arizona Families F.I.R.S.T. (Families in Recovery Succeeding Together) program provides a continuum of services that are family centered, child focused, comprehensive, coordinated, flexible, community based, accessible, and culturally responsive. Substance abuse treatment and recovery support services are provided by contracted community providers via out-patient and residential settings. The services strive to be seamless, fiscally responsible, and provide for customer-friendly services to eligible persons. The program design emphasizes outreach, engagement, aftercare, and support services in addition to traditional substance abuse treatment. Substance abuse treatment services are offered in a variety of modalities including education, outpatient, intensive outpatient, and residential treatment. Several residential providers allow children to remain with their parent during treatment. In addition to treatment services, essential elements based on family and community needs are incorporated into the service delivery such as gender-specific treatment, services for children, and motivational interviewing to assist the entire family in its recovery. Arizona Families F.I.R.S.T. is evaluated and outcome measures reported on federal fiscal year. Data for FY 2005 outcomes will be available March 2006.

The Family Group Decision Making (FGDM) process provides short-term, time-limited family reunification services to children and families who are involved with Child Protective Services. The family situation is one in which a child or children have been removed from their home due to child abuse or neglect. Through Family Group Decision Making, nuclear and extended family members are identified and services provided in an effort to quickly involve them in case planning decisions. The FGDM service approach is to view families from a strength-based perspective and to allow families the opportunity to problem solve.

◆ **Goal 1** To promote recovery from alcohol and drug abuse for Arizona Families F.I.R.S.T. program participants.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of participants referred for substance abuse treatment services	3,135	3,903	3,800	3,800
Percent increase in number of referred individuals who participated in at least 6 months of therapeutic services (*federal fiscal year)	9	*	8	9
Percent increase in referred individuals who participated in at least one therapeutic service (*federal fiscal year)	-5	*	8	9

◆ **Goal 2** To reduce the recurrence of child abuse and neglect of Arizona Families F.I.R.S.T. program participants' children.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent increase in referred families who have engaged in substance abuse treatment and do not have a subsequent CPS report after 6 months of enrollment in Arizona Families F.I.R.S.T. (*federal fiscal year)	2	*	5	5

◆ **Goal 3** To establish permanency for the children of Arizona Families F.I.R.S.T. program participants.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent increase of children who achieve permanency through reunification, adoption, or guardianship following at least 6 months parental participation in the substance abuse treatment program (*federal fiscal year)	19	*	20	20
Percent decrease in the number of days in out-of-home care following 6 months of parental participation in the substance abuse treatment program (*federal fiscal year)	Baseline	*	10	10

◆ **Goal 4** To provide safe, permanent homes in a timely manner for children who have been removed from their families.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of families completing the Family Group Decision Making process	95	96	97	98

DEA 16.6 **Subprogram Summary**
OUT-OF-HOME CHILDREN SERVICES
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. Title 8, Ch 1, Art 1; Ch 5, Art 1,2,4; 8-806; 8-824

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of children in congregate care (includes shelters, group homes, and institutions)	2,235	2,144	1,913	1,722
Explanation: FY 2004 data reflects a point-in-time measure for reporting period ending March 31 for the fiscal year.				
Percent decrease in the number of children in congregate care (includes shelters, group homes, or institutions)	Baseline	4	10.0	10.0
Explanation: *FY 2005 data represent period from March 2004 to March 2005.				
Number of children remaining in shelter more than 21 days	1,431	1,127	0	0
Explanation: Data compares reporting periods October - March for the fiscal year.				
Average number of licensed foster family homes	1,950	2,165	2,382	2,620
Number of newly licensed foster families, including licensed kinship foster care families	632	802	882	970
Number of newly licensed racially and ethnically diverse foster families	194	247	272	299
Percent decrease of licensed foster families who close due to dissatisfaction with the foster care system	<1	<1	<1	<1
Percent increase in newly certified adoptive and relative homes	2	28	5	5
Percent of children in care less than 12 months who had no more than 2 placements	84.7	85.38	86.0	86.5
Number of children and families who participate in case planning that includes the provision of services to meet the child's behavioral health, medical, and educational needs	n/a	n/a	Baseline	n/a
Explanation: New measure - baseline to be established in FY 2006.				
Percent of children placed with siblings	82	79	83	85
Percent of CPS cases where most or all of the Foster Care Review Board recommendations are agreed on before court action as reported by the Board	n/a	n/a	n/a	n/a
Explanation: Measure discontinued. Data system development could not occur due to budget constraints.				

Mission:

To promote permanent placement for children who enter out-of-home care.

Description:

This subprogram's services 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.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	56,860.0	40,314.1	53,635.7
Other Appropriated Funds	19,872.0	36,066.4	36,066.4
Other Non Appropriated Funds	2,096.3	890.0	890.0
Federal Funds	54,587.1	44,394.0	47,522.4
Program total	133,415.4	121,664.5	138,114.5
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide suitable permanent homes in a timely manner for children who enter out-of-home care.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of children in out-of-home care	8,536	9,846	9,353	8,885
Percent decrease in number of children in out-of-home care	n/a	Baseline	5	5
Average length of stay in out-of-home care in months	14.65	14.0	14.0	14.0
Percent of children in out-of-home care who exit the child welfare system who achieve permanent placement through reunification, adoption, or legal guardianship	31	27*	28	26
Explanation: Data compares to the total out-of-home care population. *FY 2005 Actual is not final.				
Percent of children in out-of-home care who have not returned to their families or been placed in another type of permanent placement for more than 24 consecutive months since they were removed from their homes	23	23	21	20
Number of children with finalized adoptions	788	882	877	900
Number of placements of racially and ethnically diverse children in adoptive homes	403	458	481	505
Of the children who leave DES custody by reason of adoption, the percentage who exited in less than 24 months from the time of their latest removal from home	36.51	34.88	36.00	37.00
Number of children with new subsidized guardianships	228	241	482	482
Of all children who were safely reunified with parents or caretakers, the percent who exited in less than 12 months from the time of their latest removal from home	83.84	81.81	83.84	83.84
Of all children who entered out-of-home care, percent who re-entered within 12 months of a prior discharge	9.62	8.98	<8.6	<8.6

◆ **Goal 2** To enhance children's health and development by providing stable and nurturing environments.

DEA 16.7 **Subprogram Summary**
CHILD SEVERANCE PROJECT
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 8-531; 8-544; 8-863

Mission:

To expedite procedures to terminate parent-child relationships for the purpose of placing children for adoption.

Description:

This subprogram is designed to expedite severance of the parent-child relationship so that permanency planning for adoption can proceed. It provides funding for Attorney General services and other services to expedite the severance process.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	28.2	0.0	0.0
Program total	28.2	0.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To improve the process for terminating the parent-child relationship when a child would not be safe if returned to the family.

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Percent of Independent Living Program participants and Transitional Independent Living Program participants who are employed at the time of discharge (*federal fiscal year)	49	*	65	70
Average length of time in months to complete Termination of Parental Rights filing procedures	3.13	3.14	3.10	3.10					

DEA 16.8

Subprogram Summary
INDEPENDENT LIVING

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. § 8-521

Mission:

To provide young adults with the opportunity to achieve individual self-sufficiency. The mission of the Homeless Youth Intervention Program is 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 and their families.

Description:

This subprogram provides training and financial assistance to children in out-of-home care who are making the transition from adolescence to adulthood. Youth served under the Independent Living Program are currently in out-of-home care, in the custody of the Department. Youth served under the Transitional Independent Living Program are former foster youth, currently between the ages of 18 and 21, who were in out-of-home care, in the custody of the Department, while age 16, 17, or 18. The focus of the Homeless Youth Intervention 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. These types of services may include but are not limited to: case management, parent aide, parent training, shelter care, counseling, and crisis intervention. NOTE: Independent Living outcome measures are reported on federal fiscal year.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	226.8	400.0	400.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,177.5	1,400.0	1,400.0
Program total	2,404.3	1,800.0	1,800.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To assist young adults to achieve self-sufficiency.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Independent Living Program participants	1,197	1,400	1,540	1,694
Number of Independent Living subsidy participants (*federal fiscal year)	272	*	300	320
Number of youth exiting the Independent Living Program, currently age 18-21 (*federal fiscal year)	185	*	190	200
Percent of Independent Living Program and Transitional Independent Living Program participants who have graduated from high school or received a General Equivalency Diploma (*federal fiscal year)	72	*	80	85
Percent of Independent Living Program and Transitional Independent Living Program participants who have enrolled in college or a trade school after receiving a high school diploma or General Equivalency Diploma (*federal fiscal year)	62	*	60	65

◆ **Goal 2** To reunify homeless/runaway youth with their families.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of youth referred for Homeless Youth Intervention Program services (*federal fiscal year)	98	102	117	117
Percent of Homeless Youth Intervention Program youth who have been reunified with their families (*federal fiscal year)	55	58	59	60

◆ **Goal 3** To provide homeless/runaway youth with the opportunity to become self-sufficient if reunification with their family is not possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Homeless Youth Intervention Program youth who have improved two or more presenting self-sufficiency issues (*federal fiscal year)	58	60	62	64

DEA 16.9

Subprogram Summary
SUBSIDIZED GUARDIANSHIP

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. § 8-814

Mission:

To provide permanency for children by strengthening the guardianship plan with a monetary subsidy to persons appointed permanent guardian of an adjudicated dependent child.

Description:

This subprogram provides a monthly partial reimbursement to caretakers appointed as permanent guardians of children in the care, custody, and control of the Department of Economic Security. These are children identified as unable to return home and for whom adoption has been ruled out. Medical services are provided to Title XIX eligible children through the Arizona Health Care Cost Containment System.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,113.9	3,337.2	6,050.2
Other Appropriated Funds	859.0	859.3	859.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,972.9	4,196.5	6,909.5
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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of children with new finalized guardianships	664	769	807	847
Number of children with new subsidized guardianships	228	241	482	482

DEA 16.10 **Subprogram Summary**
HIGH RISK INFANTS
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-1954(A)(1)(b)

Mission:

To promote safe and healthy home environments for infants who were exposed to drugs and alcohol during their mother's pregnancy.

Description:

This subprogram no longer funded.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To provide services to biological and extended families in order to promote safe and healthy home environments for substance-exposed infants.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of families served (substance exposed newborns)	n/a	n/a	n/a	n/a

Explanation: Program no longer funded.

DEA 17.0 **Program Summary**
ADOPTION SERVICES
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 8-141-8-173

Mission:

To promote and maintain the adoption of special needs children through provision of necessary ongoing services to achieve the integration of the family and the eventual self-sufficiency of the child.

Description:

This program subsidizes the adoption of special needs children who pose high financial risk to prospective adoptive parents because of physical, mental or emotional disorders; or who, because of age, sibling relationship, or racial or ethnic background, would otherwise be difficult to place in adoption. Oftentimes the physical, mental, or emotional disorders are as a direct result of the abuse or neglect which the children may have suffered before entering into the child welfare system. Necessary ongoing services include monthly maintenance payments, reimbursement of services rendered by community providers, crisis intervention, case management, information and referral, etc.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	18,460.7	23,560.7	29,815.3
Other Appropriated Funds	5,186.1	11,686.1	11,686.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	24,816.8	30,057.2	37,116.0
Program total	48,463.6	65,304.0	78,617.4
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To promote placements in permanent adoptive homes.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of children with finalized adoptions	788*	882	877	900
Number of new adoptions subsidized	843	1,007	1,007	1,007

DEA 18.0 **Program Summary**
COMPREHENSIVE CHILD CARE
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-1967; 46-802; 46-807

Mission:

To support the well-being and economic independence of Arizona's families by providing child care assistance and developing quality child care services.

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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	75,944.6	67,657.9	93,319.8
Other Appropriated Funds	99,138.3	123,102.4	121,802.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	219.6	1,260.1	1,260.1
Program total	175,302.5	192,020.4	216,382.3
FTE Positions	175.8	175.8	205.8

- ◆ **Goal 1** To improve the efficiency and quality of the child care program administration.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of customer satisfaction with child care	95.6	93.5	93.5	93.5

Explanation: Although the actual overall customer satisfaction for FY 2005 is still high at 93.5%, it was 2.1% less than estimated. Increasing caseloads with no additional staff resources may be contributing to overall customer satisfaction which is not as high as in prior years.

- ◆ **Goal 2** To increase the availability, supply, and quality of child care providers to support the needs of children and families.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of children whose families are assisted by Child Care Resource and Referral	28,881	28,479	30,343	31,102

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Percent of increase in average yearly number of children assisted by Child Care Resource and Referral services	3.7	*(1.4)	2.5	2.5	Number of children enrolled	15,251	17,348	17,988	16,303
Explanation: *Decrease for FY 2005 is attributed to families now being able to also access Child Care Resource and Referral via the Internet. In FY 2005 more than 160,000 searches for providers were conducted by families and the public via the Internet.					Number of children age 2 and under	1,942	3,461	1,755	1,170
Number of accredited providers	106	114	120	126	Percentage of children age 2 and under who are immunized	63	63	70	72
Percent of increase in average yearly number of accredited providers	1.0	7.1	5.0	5.0	Number of children age 2 to 6 years of age	3,584	4,322	3,240	3,120
					Percentage of children ages 2 to 6 who have received at least one EPSDT visit while in care	51	53	60	63
					Number of children over age 6 and under 21 years of age	9,851	10,956	11,476	10,401
					Percentage of children over age 6 and under age 21 who had at least 1 Primary Care Physician visit	46	45	57	61

◆ **Goal 3** To increasingly meet the child care needs for families that are working or are in work activities and are at or below 165% of the federal poverty level. (This population includes Temporary Assistance for Needy Families (TANF) and Transitional Child Care families, as well as non-TANF families.)

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Total average number of children in all child care programs per month	37,872*	43,135	47,011**	50,750***
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Explanation: *Number of children served is directly related to funding level appropriated by the Legislature. FY 2004 appropriation was less than actual expenditures in FY 2003. ** Number of children served is directly related to funding level appropriated by the Legislature. ***FY 2007 assumes no waiting list and full funding.

Monthly average number of additional children in all child care programs compared to prior year	(4,853)	5,263	3,876	3,739
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◆ **Goal 2** To optimize fiscal responsibility by increasing the percentage of children receiving health care funded through Medicaid (Title XIX).

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Average number of children enrolled	8,358	9,779	9,993	9,057
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Percentage of children who are Medicaid (Title XIX) eligible	87	90	91	92
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Average annual cost per child served	2,182	2,529	2,781	3,060
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DEA 19.0	Program Summary
COMPREHENSIVE MEDICAL AND DENTAL PROGRAM	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. § 8-512	

DEA 20.0	Program Summary
CHILD SUPPORT	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. § 41-1954(A)(1)(C), Laws 1994, Ch 374	

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.

Mission:

To provide effective and fair child support 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 of Economic Security (DES), Arizona Department of Juvenile Corrections (DJC), and the Administrative Office of the Courts/Juvenile Probation Offices (AOC/JPO). The program facilitates access to health care services provided by medical professionals in the community, and coordinates with the foster caregivers and custodial agencies who are responsible for children in foster care. A full scope of health care services is covered, including all Early and Periodic Screenings, Diagnosis and Treatment (EPSDT) services, inpatient and outpatient hospital care, laboratory services, vision care, drug prescription services, and necessary services of physicians and other specialty providers. CMDP operates as an acute health care plan under the Arizona Health Care Cost Containment System (AHCCCS) for children who are determined Medicaid eligible.

Description:

This program provides intake services, locates absent parents, establishes paternity, and establishes the legal obligation to pay child support and provide medical support in local and interstate cases. The program enforces child support obligations and medical support through various administrative and judicial remedies. Child support services are provided to custodial persons who receive Temporary Assistance to Needy Families (TANF), Arizona Health Care Cost Containment System (AHCCCS) Medical Assistance services, Foster Care, as well as to any other custodial or non-custodial person who applies for child support services. These services are provided pursuant to Title IV-D of the Social Security Act. Services in ten counties are provided by the Department of Economic Security, Division of Child Support Enforcement (DCSE), in conjunction with the Attorney General's Office. DCSE contracts with a private vendor to provide services in one county and has intergovernmental agreements with County Attorneys to provide services in four counties. The program also provides payment processing services statewide for all cases, IV-D and non-Title IV-D.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,312.5	2,460.6	2,460.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	21,567.1	30,222.4	30,222.4
Federal Funds	0.0	0.0	0.0
Program total	23,879.6	32,683.0	32,683.0
FTE Positions	45.0	45.0	45.0

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	5,184.3	5,453.8	7,386.5
Other Appropriated Funds	13,197.8	13,197.8	13,197.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	32,593.7	37,445.8	41,197.2
Program total	50,975.8	56,097.4	61,781.5
FTE Positions	839.8	863.8	952.8

◆ **Goal 1** To improve the well-being of children in foster care.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Average number of children enrolled	8,358	9,779	9,993	9,057
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◆ **Goal 1** To increase IV-D child support collections.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Number of IV-D cases	264,207	254,443	262,076	267,318
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Number of court ordered IV-D cases	164,016	171,633	171,633	175,066
Number of IV-D cases with payments in the state fiscal year	97,982	102,314	105,383	108,545
Total IV-D collections (millions)	273.5	291.9	303.6	315.7
Percentage of change in IV-D collections from prior fiscal year	6.59	6.74	4.00	4.00

DEA 21.0
Program Summary
 ADMINISTRATION-DEVELOPMENTAL DISABILITIES
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. Title 36, Ch 5.1

◆ **Goal 2** To improve the cost-effectiveness ratio.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
IV-D dollars collected for each IV-D dollar expended (cost-effectiveness ratio)	4.34	4.77	4.78	4.78
Percentage of change in IV-D dollars collected for each IV-D dollar expended from prior fiscal year	(0.26)	9.93	0.02	0.00

◆ **Goal 3** To sustain the number of paternity establishments for children who were born out of wedlock.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of the IV-D caseload in the paternity function	20.69	15.25	14.81	14.52
Number of children in the IV-D caseload requiring paternity establishment	65,594	46,570	46,570	46,570
Number of children for whom paternity was established in the IV-D caseload	15,600	14,907	15,205	15,205
Total number of children for whom paternity was established including those established in the Hospital Based Paternity Program	43,668	46,500	46,965	47,435
Percentage of IV-D children in the paternity function for whom paternity was established during the year	21.48	22.73	32.65	32.65

◆ **Goal 4** To increase the number of Court Ordered IV-D cases.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of court ordered IV-D cases	164,016	171,633	171,633	175,066
Number of IV-D cases	264,207	254,443	262,076	267,318
Ratio of Court Ordered Cases (in percent)	62.08	67.45	65.49	65.49
Percentage of cases in the establishment function for which orders were established during the year	25.59	21.22	22.19	20.48

◆ **Goal 5** To increase compliance with court orders.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of IV-D cases in the enforcement function (excludes collection cases which represent paying cases with no arrears)	157,516	164,346	164,346	167,633
Percentage of IV-D caseload in a IV-D enforcement function (excludes collection cases which represent paying cases with no arrears)	59.62	64.59	62.71	62.71
Number of IV-D cases with payments in the state fiscal year	97,982	102,314	105,383	108,545
Percentage of change in IV-D cases with a IV-D payment from prior fiscal year	2.02	4.42	3.00	3.00
Percentage of IV-D caseload with a IV-D payment	37.09	40.21	40.21	40.61
Percentage of IV-D court ordered cases with a payment during the year	59.74	59.61	61.40	62.00
Ratio of current IV-D child support collected and distributed to current IV-D support due	41.48	43.76	43.76	43.76

Explanation: In SFY 2004 the amount of current support due increased at a higher percentage than the amount of current support distributed. There was an increase in the number of court ordered cases from the prior year which caused an increase in the amount of current support due. While there was also an increase in the amount of current support distributed, the amount due increased at a higher rate than the amount distributed.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of change in ratio of current IV-D support collected and distributed from prior fiscal year	(4.16)	2.28	0.00	0.00

Mission:

To support the choices of individuals with developmental disabilities and their families by promoting and providing, within communities, 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 mental retardation which is manifested before the age of 18; or children who are below the age of six and at risk of having a developmental disability. The Division of Developmental Disabilities serves both Arizona Long-Term Care System (Long-Term Care) eligible individuals and "state only" eligible individuals with developmental disabilities. Long-Term Care is a federally funded Medicaid research and demonstration program. Individuals with developmental disabilities who are eligible for services through the division may also be eligible for services through the Arizona Long-Term Care System. The Division of Developmental Disabilities coordinates services and resources through six district offices and approximately 43 local offices in various communities throughout the state. The districts and local offices promote utilization of existing community resources and program flexibility to meet individual needs.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	12,304.0	13,181.0	14,294.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	19,049.7	19,322.5	21,225.0
Federal Funds	218.2	410.1	410.1
Program total	31,571.9	32,913.6	35,930.0
FTE Positions	349.7	322.7	322.7

◆ **Goal 1** To increase communication with and provision of information for individuals, families, and communities by providing information through various means about Divisions of Developmental Disabilities programs and related systems and services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of times the website is accessed	884,952	845,810	888,100	932,505
Percent increase in the number of times the website is accessed	224	-4.4	5	5

◆ **Goal 2** To increase opportunities for individuals and their families to have control over decisions and resources.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Degree of rate variance of services, per hour	7.00	0.00	0.00	0.00
Explanation: The service "habilitation hourly" was used as the example. Other service rates are available upon request.				
Percent of individuals/families who choose where they (or their family member) live (survey conducted every two years.)	56	n/a	60	n/a
Number of individuals/families who choose contracted case management services	840	829	829	829
Percent of individuals/families who choose contracted case management services	3.7	3.4	4	4

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Number of families and/or consumers participating in the Fiscal Intermediary program n/a 2,520 2,747 2,994

◆ **Goal 3** To enhance the supports and services available to consumers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Consumer satisfaction rating on quality of service providers (Scale 1 to 5)	4.72	4.77	4.77	4.80
Consumer satisfaction rating on quality of support coordinators (Scale 1 to 5)	4.5	4.38	4.70	4.80
Number of qualified vendors resulting from procurement process changes	463	548	575	600
Number of families/individuals using Cooperatives, Microboards, or Support Brokerage models	n/a	13	26	35
Consumer satisfaction with use of Cooperatives, Microboards, or Support Brokerage models	n/a	n/a	Baseline	n/a

◆ **Goal 4** To provide quality supports and services to families of children birth to three years of age.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of personnel that have completed the Arizona Early Intervention Program training	58	76	85	95
Percentage of families satisfied with Early Intervention services	92	96	97	97
Percentage of personnel that have met the Arizona Early Intervention Program personnel standards	37	42	47	50

◆ **Goal 5** To effectively and efficiently manage Arizona Long Term Care System fiscal resources.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Arizona Long-Term Care revenue per member per month	2,703	2,842	2,896	2,997
Number of Long-Term Care services needed at the beginning of the fiscal year	2,676	2,485	2,500	2,500
Number of Long-Term Care services provided to above customers by the end of the fiscal year	2,484	2,246	2,350	2,350
Percent of unmet need addressed	92	90	92	94

DEA 22.0	Program Summary
	DDD CASE MANAGEMENT SERVICES
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	A.R.S. Title 36, Ch 5.1

Mission:

To coordinate services and supports in a timely manner for eligible individuals with developmental disabilities and their families in order to ensure they attain their maximum potential for independence, productivity, and integration into the community.

Description:

Case management services coordinates the assistance needed by Long-Term Care and "state only" eligible individuals and their families.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	13,074.4	14,483.9	15,275.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	17,621.0	22,861.1	24,532.5
Federal Funds	240.4	240.4	240.4
Program total	30,935.8	37,585.4	40,048.3
FTE Positions	771.1	811.1	811.1

◆ **Goal 1** To provide quality case management services for all DDD clients.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of consumer satisfaction with case management services	95	95	95	95
Percent of individuals/families who choose their case manager (survey conducted every two years)	52	n/a	56	n/a
Average number of developmentally disabled clients served monthly, including state only and long term care (estimate was based on combined reports)	22,578	24,059	27,022	28,562

DEA 23.0	Program Summary
	DDD HOME AND COMMUNITY BASED SERVICES
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	A.R.S. § 36-552

Mission:

To effectively meet the needs of Long-Term Care and "state only" 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, housekeeping, therapies, and attendant care delivered in home- and community-based settings.

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	164,081.6	186,222.8	203,560.7
Other Appropriated Funds	18,949.5	21,887.6	21,887.6
Other Non Appropriated Funds	247,150.5	309,870.8	342,373.6
Federal Funds	927.7	927.7	927.7
Program total	431,109.3	518,908.9	568,749.6
FTE Positions	149.6	149.6	149.6

◆ **Goal 1** To increase consumer satisfaction with the Division of Developmental Disabilities Home- and Community-Based services, supports, and systems.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of consumers (people who live at home) who are satisfied with services and supports (survey conducted every two years)	73	n/a	77	n/a
Percent of families of children under 18 who are satisfied with services and supports (survey conducted every two years)	n/a	57	n/a	65
Percent of families or individuals for people over 18, who do not live at home with family, who are satisfied with services and supports (survey conducted every two years)	n/a	85	n/a	89

◆ **Goal 2** To maintain the number of children returned to family or relative home or placed in adoptive settings.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of foster children returned to family or relative home	23	10	35	35
Number of foster children adopted	32	61	45	45
Percent of children returned to family or relative home or placed in adoptive homes	14	18	20	20

◆ **Goal 3** To increase consumers' economic prosperity and self-sufficiency

by placing adult consumers in community employment opportunities

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of adult consumers eligible for Employment Services	n/a	6,033	6,516	7,037
Percentage of eligible adult consumers placed in community employment	n/a	16	19	22
Consumer satisfaction rating with Employment Services program (scale 1 to 5)	n/a	n/a	Baseline	n/a

DEA 24.0	Program Summary INSTITUTIONAL SERVICES
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. § 36-552	

Mission:

To provide services to eligible individuals with developmental disabilities to maximize their functional capabilities, and to pursue home- and community-based placement whenever appropriate.

Description:

This program consists of state- and vendor-operated Intermediate Care Facilities for the Mentally Retarded, Large Group Living Facilities, Nursing Facilities, and Residential Treatment Centers.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	5,207.8	5,716.5	6,370.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,414.9	11,098.1	12,189.5
Federal Funds	0.0	0.0	0.0
Program total	12,622.7	16,814.6	18,559.6
FTE Positions	77.7	77.7	77.7

◆ **Goal 1** To place individuals with developmental disabilities transitioning to Home- and Community-Based settings from nursing facility settings as indicated by the Pre-admission Screening and Annual Resident Review process.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of clients screened	61	69	70	70
Explanation: Health plans are becoming more aggressive in returning individuals home from nursing facilities quickly and as soon as it is medically safe which has resulted in decreased numbers of individuals needing to be screened for inappropriate placement in a nursing facility.				
Percent of identified individuals moved within 30 days of notification	100	100	100	100

DEA 25.0

Program Summary

ARIZONA TRAINING PROGRAM AT COOLIDGE

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 36-2939(B)(1)

Mission:

To provide active treatment to Arizona Long-Term Care System and "state-only" eligible individuals, such as residential care, supervision, and services, to maximize their functional capabilities and to pursue home and community placements whenever possible and appropriate.

Description:

Intermediate Care Facilities for the Mentally Retarded consists of certified residential facilities which provide active treatment and other services in accordance with federal and state regulations. Active treatment is defined as a continuous, aggressive, consistent implementation of a program of specialized and generic training, treatment, health services, and related services that is directed toward the acquisition of the behaviors necessary for the individual to function with as much self-determination as possible, and the prevention or deceleration of regression or loss of current optimal functional status. Active treatment does not include services to maintain generally independent individuals who are able to function with little supervision or in the absence of a continuous active treatment program. Large Group Living Facilities consists of large residential facilities certified by the Division of Developmental Disabilities that provide care and supervision on a 24-hour basis. State-Operated Group Homes consists of home- and community-based services provided to eligible adults and children who live in licensed state-operated residential settings serving fewer than six individuals. The types of services provided include habilitation, room and board, day treatment services, and other home- and community-based support services.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,443.6	7,114.9	7,225.0
Other Appropriated Funds	6.7	2,544.3	2,544.3
Other Non Appropriated Funds	10,988.1	8,159.0	9,687.5
Federal Funds	0.0	0.0	0.0
Program total	15,438.4	17,818.2	19,456.8
FTE Positions	429.4	429.4	429.4

◆ **Goal 1** To provide quality residential services in the Arizona Training Program at Coolidge Intermediate Care Facility for the Mentally Retarded, the large group living facility, and the state-operated group homes to eligible individuals.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of individuals living in Intermediate Care Facilities for the Mentally Retarded at the Arizona Training Program at Coolidge	112	110	105	105
Number of individuals living in the state-operated group homes at the Arizona Training Program at Coolidge	29	28	28	28
Average number of Arizona Training Program at Coolidge Clients	141	138	133	128
Average cost per member year at the Arizona Training Program at Coolidge (in dollars)	108,522	111,000	112,000	112,000

Explanation: FY 2004 Actual data reflect changes in the methodology in calculating this measure.

DEA 26.0
Program Summary
MEDICAL SERVICES
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 36-2939

Mission:

To provide cost-effective, quality medical services that enable Arizona Long-Term Care System (ALTCs) eligible individuals with developmental disabilities to achieve and maintain optimal health and well-being.

Description:

The program provides medical care and services for Long-Term Care-eligible individuals including hospital care; physician, pharmacy, laboratory, and rehabilitation services; durable medical equipment; Early and Periodic Screening Diagnosis and Treatment and other medical services, care, and supports.

(Thousands)

Funding and FTE Summary:			
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	26,559.9	28,220.4	33,579.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	52,265.0	59,533.0	66,791.3
Federal Funds	0.0	0.0	0.0
Program total	78,824.9	87,753.4	100,370.8
FTE Positions	36.7	36.7	36.7

◆ **Goal 1** To provide cost effective, quality health care.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of consumers satisfied with care received from their Primary Care Physician	79.00*	79.33	83.00	85.00

Explanation: The percentage reported is an average of the three health plans' reported satisfaction rates. *FY 2004 Actual reflects new survey instruments instituted by health plans.

Percent of consumers who have had a "Well Woman" exam in the past 3 years. (Survey conducted every two years)	75	n/a	85	n/a
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DEA 27.0
Program Summary
REHABILITATION SERVICES
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-1954(A)(1)(d);PL 105-220

Mission:

To work with individuals with disabilities to achieve increased independence and/or gainful employment through the provision of comprehensive rehabilitative and employment support services in a partnership with all stakeholders.

Description:

The program provides an array of specialized services to individuals who have physical or mental disabilities that constitute barriers to employment and/or independent living.

This Program Contains the following Subprograms:

- ▶ **Rehabilitation Services Administration**
- ▶ **Vocational Rehabilitation Services**
- ▶ **Independent Living Rehabilitation Services**
- ▶ **Employment Support Services (sli)**

(Thousands)

Funding and FTE Summary:			
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,881.1	6,983.4	6,983.4
Other Appropriated Funds	2,090.9	2,421.4	2,421.4
Other Non Appropriated Funds	24,967.4	27,862.9	27,862.9
Federal Funds	46,103.6	52,506.7	62,983.4
Program total	80,043.0	89,774.4	100,251.1
FTE Positions	599.5	601.1	671.1

DEA 27.1
Subprogram Summary
REHABILITATION SERVICES ADMINISTRATION
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-1954(A)(1)(d);PL 105-220

Mission:

To work with individuals with disabilities to achieve increased independence and/or gainful employment through the provision of comprehensive rehabilitative and employment support services in a partnership with all stakeholders.

Description:

Rehabilitation Services Administration (RSA) provides general support in the following areas: leadership, training, consultation, and resources to staff responsible for carrying out the mission of RSA through the three RSA subprograms: Vocational Rehabilitation (VR), Independent Living Rehabilitation Services (ILRS), and the Employment Support Services (ESS) program. RSA provides management services in the areas of: planning and evaluation, program services, finance and purchasing, human resources, and information management. RSA also manages specialized programs for the Blind and Visually Impaired: the Business Enterprise Program (BEP) and the Arizona Industries for the Blind (AIB), which provide employment and training opportunities for individuals who are primarily legally blind; and the Sight Conservation Program which provides eyeglasses to AHCCCS-eligible adults. RSA also provides staff support to the following councils: the Governor's State Rehabilitation Council (SRC); the Governor's Council on Blindness and Visual Impairment and the Governor's Council on Spinal and Head Injuries. Additionally, RSA contracts with the Statewide Independence Living Council, which has obtained 501©(3) not-for-profit status.

(Thousands)

Funding and FTE Summary:			
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,914.1	2,914.1	2,914.1
Other Appropriated Funds	318.1	509.0	509.0
Other Non Appropriated Funds	7,649.4	8,762.8	8,762.8
Federal Funds	17,814.6	22,017.6	25,476.6
Program total	28,696.2	34,203.5	37,662.5
FTE Positions	599.5	601.1	671.1

◆ **Goal 1** To provide administrative support to field staff serving individuals with disabilities, the Governor's Councils, and internal and external customers for the purpose of assisting individuals with disabilities to obtain independence and self-sufficiency.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of overall employee satisfaction	65	66	72	72

DEA 27.2	Subprogram Summary VOCATIONAL REHABILITATION SERVICES
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. Title 23 Ch 3, Art 1 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, services/goods necessary to achieve these goals. To assist individuals to achieve employment, this subprogram provides counseling and an array of individually planned and purchased services including: medical and psychological restoration, training, job development and placement, rehabilitation technology aids, etc. The subprogram also provides program development grants to community rehabilitation programs to develop new or different patterns of services that will benefit clients of the Vocational Rehabilitation (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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,285.1	3,285.1	3,285.1
Other Appropriated Funds	172.0	204.7	204.7
Other Non Appropriated Funds	3,547.8	4,615.1	4,615.1
Federal Funds	26,647.0	29,106.3	36,124.0
Program total	33,651.9	37,211.2	44,228.9
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To assist consumers to achieve meaningful and sustained work as effectively and efficiently as possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Vocational Rehabilitation Individuals successfully rehabilitated	1,650	1,865	1,921	2,017
Percent of Vocational Rehabilitation individuals with significant disabilities working in competitive employment settings (federal standard 62%)	n/a	94.7	95.0	95.0
Percent of Vocational Rehabilitation individuals who report monthly wages as the primary income (federal standard 53%)	n/a	69.6	69.6	69.6

◆ **Goal 2** To provide exceptional service to Vocational Rehabilitation consumers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of overall Vocational Rehabilitation consumer satisfaction	80	83	83	83

◆ **Goal 3** To provide exceptional services to employers, thereby increasing the number and quality of jobs available for persons with disabilities who are clients of the VR program.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of VR referrals to the Employment Administration and the Comprehensive One-Stop Centers	Baseline	200	250	275

DEA 27.3	Subprogram Summary INDEPENDENT LIVING REHABILITATION SERVICES
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
(SLI) PL 93-112	

Mission:

To work with individuals who have significant impairments to maintain and increase self-determination and independence (placing primary emphasis on core services: information and referral services, independent living skills services, peer counseling, and self-advocacy) in partnership with the Centers for Independent Living, other Independent Living Programs, and the Statewide Independent Living Council.

Description:

The Independent Living Rehabilitation Services (ILRS) subprogram promotes and advocates for the independent living needs and goals of individuals with significant disabilities; provides information and referral services; provides peer support and counseling services; provides grants and contracts to community programs to provide services and for community development; provides training in independent living skills to individuals; provides other independent living services as necessary and appropriate to individuals including: technology assistance, adaptive aids and devices, home modifications, etc.; and provides eye exams and glasses.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	681.9	784.2	784.2
Other Appropriated Funds	1,600.8	1,707.7	1,707.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,219.4	971.2	971.2
Program total	3,502.1	3,463.1	3,463.1
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To improve the ability of individuals to make decisions leading to self-determination and to live independently.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of individuals who achieve or maintain their independence	1,113	1,198	1,198	1,198

◆ **Goal 2** To provide eye examinations and glasses, not available through AHCCCS, for eligible Arizona adults who are financially needy.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of individuals receiving eye exams/glasses	7,807	8,400	8,400	8,400

DEA 27.4 **Subprogram Summary**
 EMPLOYMENT SUPPORT SERVICES (SLI)
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. Title 41, Ch 14, Art 1.1

Mission:

To work with individuals with the most severe disabilities to maintain employment through the provision of employment support services in partnership with Community Rehabilitation Programs and all other stakeholders.

Description:

This subprogram provides: job coaching and other support services, i.e., counseling; case management; transportation; and monitoring for individuals with very severe disabilities to help them maintain their employment either within sheltered workshops, on community work crews or employer enclaves, or with private employers. This subprogram reviews the status of all individuals to determine whether opportunities exist to improve the individual's employment status. Opportunities to reduce reliance on long-term supports, increase the individual's independence and integration, and reduce program costs are constantly assessed.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	13,770.2	14,485.0	14,485.0
Federal Funds	422.6	411.6	411.6
Program total	14,192.8	14,896.6	14,896.6
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To maintain the ability to respond to the extended employment support service needs of individuals with the most significant disabilities exiting the Vocational Rehabilitation program who require long-term supports.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of individuals with the most significant disabilities (who are not developmentally disabled) who require long-term supports	78	90	90	90

Explanation: Program that includes individuals with developmental disabilities was transferred to the Division of Developmental Disabilities in FY 2004.

DEA 28.0 **Program Summary**
 EMPLOYMENT SECURITY
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 23-601 to 23-799

Mission:

To promote self-sufficiency and economic stability for present and potential job seekers and employers.

Description:

Provides for the collection of taxes from covered employers, payment of unemployment insurance benefits to eligible individuals based on their past earnings, job placement, counseling, job search assistance, referral to training, other employability services and opportunities to job seekers, recruitment services to employers, and pre-occupancy housing inspections for migrant and seasonal farm workers.

This Program Contains the following Subprograms:

- ▶ **Employment Security Administration**
- ▶ **Employment Services**
- ▶ **Unemployment Insurance**

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3.2	85.0	85.0
Other Non Appropriated Funds	241,325.5	275,680.0	275,680.0
Federal Funds	37,862.4	40,667.1	40,667.1
Program total	279,191.1	316,432.1	316,432.1
FTE Positions	794.5	788.6	788.6

DEA 28.1 **Subprogram Summary**
 EMPLOYMENT SECURITY ADMINISTRATION
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 (SLI) PL 93-112

Mission:

To provide the support which enables the Employment Administration (EA) subprograms to meet their missions.

Description:

To provide support to the Employment Service subprograms by way of personnel functions and staff training; budgeting, purchasing, and financial control; client advocacy; program monitoring; and benefit payment and control.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	634.5	680.0	680.0
Federal Funds	31,374.0	33,390.0	33,390.0
Program total	32,008.5	34,070.0	34,070.0
FTE Positions	794.5	788.6	788.6

◆ **Goal 1** To improve employee job satisfaction.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average score of employee overall satisfaction within the Employment Administration (scale 1 to 5)	n/a	3.29	3.29	3.29

DEA 28.2 **Subprogram Summary**
 EMPLOYMENT SERVICES
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 (SLI) PL 93-112

Mission:

To assist job seekers and employers to achieve a quality workforce through an improved service delivery system.

Description:

The program provides job placement, counseling, job search assistance, referral to training, and certification of employers who qualify for a tax credit for providing jobs to eligible job seekers.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	3,828.1	5,377.1	5,377.1
Program total	3,828.1	5,377.1	5,377.1
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide employment opportunities for individuals seeking employment and recruitment services to employers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of job seekers placed in employment	94,651	100,901	71,000	74,500

Explanation: FY 2004 and FY 2005 Actual data represent federal placed, federal obtained employments, and state obtained employments. Beginning in FY 2006, new Department of Labor performance measurements will indicate unduplicated entered employment data.

DEA 28.3

Subprogram Summary

UNEMPLOYMENT INSURANCE

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 23-601 to 23-799

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 systematically collects payroll taxes from subject employers to fund the payment of those benefits.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3.2	85.0	85.0
Other Non Appropriated Funds	240,691.0	275,000.0	275,000.0
Federal Funds	2,660.3	1,900.0	1,900.0
Program total	243,354.5	276,985.0	276,985.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase the degree of timeliness in paying Unemployment Insurance benefits.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Unemployment Insurance benefits paid within 14 days of first compensable week ending date	89.7	87.6	90.5	90.5

Explanation: Federal Desired Level of Achievement (DLA) is 87%. FY 2005 actual reflects staff shortfalls.

◆ **Goal 2** To ensure sufficient funds are available to meet Unemployment Insurance payment needs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of days to deposit 90 percent of taxes collected	3	3	3	3

Explanation: The Tax Performance System review is completed after the calendar year (CY) end, at the end of the 1st quarter of the following year. Results for CY 2005 will be available in March 2006. The Department of Labor Acceptable Level of Performance for deposit done timely is 3 days.

DEA 29.0

Program Summary

WORKFORCE DEVELOPMENT ADMINISTRATION

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. § 41-1954(A)(1)(a); PL 105-220

Mission:

To provide leadership and support to programs that prepare eligible individuals for long-term employment and self-sufficiency.

Description:

The Employment Administration, Workforce Investment section, is the state grant recipient for the Workforce Investment Act (WIA) Title I-B federal funds. It has the responsibility for state program planning and policy direction, overall management, program development, and performance oversight of the employment and training programs operated in fifteen (15) Local Workforce Investment Areas (LWIAs), as well as a state-administered program. The LWIAs administer the programs for adults, dislocated workers, and economically disadvantaged youth. The state-administered program serves dislocated workers through emergency services following permanent business closures, mass layoffs, and natural or other disasters. NOTE: The Workforce Investment program reports all measures on federal fiscal year. All program goals and measures have been revised during fiscal year 2005 to align with federal performance standards for program outcomes.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,000.0	0.0	0.0
Other Appropriated Funds	40,753.0	53,706.3	53,706.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	41,753.0	53,706.3	53,706.3
FTE Positions	33.0	33.0	33.0

◆ **Goal 1** To meet or exceed the statewide goal for entered employment rate federal performance standards for adults, youth, and dislocated workers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of entered employment rate federal performance standards for adults (*federal fiscal year)	73.50	76.36	75.00	76.00
Percent of entered employment rate federal performance standards for youth (*federal fiscal year)	69.00	69.92	69.00	70.00
Percent of entered employment rate federal performance standards for dislocated workers (*federal fiscal year)	85.00	85.64	84.00	85.00

DEA 30.0 **Program Summary**
JOB OPPORTUNITIES AND BASIC SKILLS
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. § 41-1954 (A) (1) (a), TANF

Mission:

To provide eligible individuals the opportunity to become economically independent through employment. We remove barriers by providing a variety of services that make a positive difference in their lives.

Description:

The Jobs Program provides comprehensive employment, education, and training services to individuals receiving Temporary Assistance for Needy Families (TANF) and Food Stamp benefits. The services provided include job readiness activities, unpaid work experience, job search, vocational training, basic education, GED preparation, life skills training, on-the-job-training, job development and placement, case management, and support services.

This Program Contains the following Subprograms:

- ▶ **Jobs Administration**
- ▶ **Job Opportunities and Basic Skills**
- ▶ **Food Stamp Employment and Training**

(Thousands)

Funding and FTE Summary:			
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,523.1	6,907.2	6,873.6
Other Appropriated Funds	23,321.0	26,331.1	26,331.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	224.4	330.0	330.0
Program total	26,068.5	33,568.3	33,534.7
FTE Positions	310.7	217.7	217.7

DEA 30.1 **Subprogram Summary**
JOBS ADMINISTRATION
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. 41-1954 (A) (1) (a), TANF

Mission:

To provide eligible individuals the opportunity to become economically independent through employment. We remove barriers by providing a variety of services that make a positive difference in their lives.

Description:

The Jobs Program provides comprehensive employment, education, and training services to individuals receiving Temporary Assistance for Needy Families (TANF) and Food Stamp benefits. The services provided include job readiness activities, unpaid work experience, job search, vocational training, basic education GED preparation, life skills training, job development and placement, case management, and support services.

(Thousands)

Funding and FTE Summary:			
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,493.1	5,083.7	5,050.1
Other Appropriated Funds	6,449.8	5,212.3	5,212.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	102.9	0.0	0.0
Program total	9,045.8	10,296.0	10,262.4
FTE Positions	217.7	217.7	217.7

◆ **Goal 1** To increase the number of TANF individuals who obtain employment.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total number of unduplicated individuals who obtained employment	17,035	16,736	19,828	19,828

Explanation: FY 2005 Actual reflects staff shortages and high caseloads.

DEA 30.2 **Subprogram Summary**
JOB OPPORTUNITIES AND BASIC SKILLS
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. 41-1954 (A) (1) (a), TANF

Mission:

To provide eligible individuals the opportunity to become economically independent through employment. We remove barriers by providing a variety of services that make a positive difference in their lives.

Description:

The Jobs subprogram provides opportunities such as assessment, education, training, employment supportive services, and case management to TANF recipients helping them to avoid long-term welfare dependence.

(Thousands)

Funding and FTE Summary:			
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	1,793.5	1,793.5
Other Appropriated Funds	16,871.2	21,118.8	21,118.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	16,871.2	22,912.3	22,912.3
FTE Positions	93.0	0.0	0.0

◆ **Goal 1** To increase the number of JOBS TANF individuals who obtain employment.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of unduplicated TANF individuals who obtained employment	16,765	16,560	19,528	19,528

Explanation: FY 2005 Actual reflects staff shortages and high caseloads.

Average cost per job for temporary assistance to needy families participant in all work activities	472	534	790	790
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Explanation: The average cost per client is an estimate for SFY 2005. The final average cost cannot be calculated until after January 2006 when all payments for SFY 2005 have been made.

Number of temporary assistance to needy families employment placements	20,185	20,940	22,274	22,274
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Explanation: FY 2005 Actual reflects staff shortages and high caseloads.

DEA 30.3 **Subprogram Summary**
 FOOD STAMP EMPLOYMENT AND TRAINING
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. 46-136

Mission:

To transition Food Stamp recipients to employment that will lead to economic independence.

Description:

The subprogram provides short-term education, training, Unpaid Work Experience (UWE), and job search and also authorizes limited support services for mandatory Food Stamp recipients in the program.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	30.0	30.0	30.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	121.5	330.0	330.0
Program total	151.5	360.0	360.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To maintain the number of Food Stamp recipients who obtain employment.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
FSE&T clients who obtained employment	270	176	300	300

Explanation: Funding does not support intensive activity in this area



EDA 0.0

Agency Summary
DEPARTMENT OF EDUCATION

Tom Horne, Superintendent of Public Instruction

Phone: (602) 542-5460

Arizona State Constitution, A.R.S. § Title 15 et seq.

Mission:

To increase the quality of public education in the State of Arizona by raising expectations and providing support, resources, and assurances that enable schools and students to excel.

Description:

The Arizona Department of Education is administered by the Superintendent of Public Instruction, who is an elected official under the Arizona State Constitution. The Superintendent leads the State of Arizona in developing and implementing educational policies. Through the various programs within the Arizona Department of Education, the Superintendent oversees direct services to 237 locally governed school districts and 350 Charter Schools operating at over 400 sites. The Department executes the educational policies through evaluation, training, school improvement assistance, dissemination of information, and administration and allocation of funds. The Department also serves as the primary source for current, reliable, and accurate information on the status and needs of the public school system.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ STATE BOARD OF EDUCATION / VOCATIONAL AND TECHNOLOGICAL EDUCATION	587.2	626.0	626.0
➤ SCHOOL FINANCE - PAYMENT AND FINANCIAL COMPLIANCE	3,448,003.2	3,746,830.5	4,179,364.0
➤ SCHOOL ACCOUNTABILITY AND IMPROVEMENT	34,733.1	76,786.8	71,261.4
➤ EDUCATION SERVICES	865,869.8	928,720.2	931,127.6
➤ PROFESSIONAL DEVELOPMENT	85,040.5	100,623.8	113,621.4
➤ ADMINISTRATION	17,993.8	13,638.2	15,898.5
Agency Total	4,452,227.6	4,867,225.5	5,311,898.9

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,127,044.4	3,342,529.3	3,837,664.2
Other Appropriated Funds	54,455.3	52,214.6	59,712.0
Other Non Appropriated Funds	472,924.5	610,447.1	552,488.2
Federal Funds	797,803.4	862,034.5	862,034.5
Program total	4,452,227.6	4,867,225.5	5,311,898.9
FTE Positions	541.5	597.1	612.1

Strategic Issues:

Issue 1 Student Accountability and Information System (SAIS) and Accountability

A central data warehouse of accurate, timely student and financial information must be developed, and real-time information must be collected to satisfy state and federal reporting requirements. Aggregate information must be available for policy decisions, and to parents/guardians and the general public to hold schools accountable for student success and the expenditure of funds.

Issue 2 Customer Service

Efforts to improve customer service and department operations are currently being 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) will initially 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).

Passage of AZ READS will provide direct resources to ensure that children start school ready to read, allow for early screening and ongoing diagnostic assessment and adequately train teachers to provide ongoing reading development.

Issue 5 Communication

It is essential that student and school information be available to the public.

EDA 1.0

Program Summary

STATE BOARD OF EDUCATION / VOCATIONAL AND TECHNOLOGICAL EDUCATION

Vince Yanez, Executive Director

Phone: (602) 542-5057

Arizona State Constitution, A.R.S. § 15-201-231

Mission:

To set aggressive statewide policies that foster excellence in public education.

Description:

The State Board of Education and the State Board for Vocational and Technological Education make-up this program. Both State Policy Boards operate as entities independent from the Arizona Department of Education.

The State Board of Education meets at least ten times annually to supervise and regulate the conduct of the public school system. Arizona's education code, Title 15, charges the Board with 24 specific powers and duties in its stewardship of more than 1,000,000 students from kindergarten through 12th grade. Membership of this Board is set by the Arizona State Constitution.

The State Board for Vocational and Technological Education meets at least three times annually to supervise and regulate the conduct of vocational and technological education in the public school system. Arizona's education code, Title 15, charges the State Board for Vocational and Technological Education with 16 specific powers and duties related to policy for vocational and technological education programs. Under Arizona Revised Statutes, the membership of this Board is the same as the membership of the State Board of Education.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	264.4	276.2	276.2
Other Appropriated Funds	322.6	349.5	349.5
Other Non Appropriated Funds	0.2	0.3	0.3
Federal Funds	0.0	0.0	0.0
Program total	587.2	626.0	626.0
FTE Positions	7.0	7.0	7.0

◆ Goal 1 To set fair and reasonable policies and standards which foster excellence in public education.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Percent of Arizona high school students who enter 9th grade and graduate within four years	72.7	74.0	74.5	75.0

Explanation: Fiscal Year data represents class cohort from 2 years previously (i.e. FY 2005 = Class of 2003).

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Percent of Arizona schools receiving an under-performing label 12.39 7.0 6.5 6.0

◆ **Goal 2** To ensure student safety by investigating and reporting on complaints of professional educators.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of investigative cases closed	237	216	225	225

◆ **Goal 3** To improve communication and involvement with the education community and other stakeholders.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 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	5	8	8	8

EDA 2.0 **Program Summary**
 SCHOOL FINANCE - PAYMENT AND FINANCIAL COMPLIANCE
 Philip Williams, Director
 Phone: (602) 542-8250
 A.R.S. § 15-185, 15-901-917, 15-941-15-1033, 37-521

Mission:

To administer state aid, monitor financial compliance, and provide prompt customer service while collecting and analyzing data on publicly funded schools for state aid payments, accountability to the public, and other statutory requirements.

Description:

The School Finance program disburses equalization assistance (Basic State Aid) for basic maintenance and operations funding to school districts and charter schools. Equalization assistance is designed to provide equitable per-pupil funding among school districts and charter schools for maintenance and operational needs. Equalization assistance is based on the district or the charter school's student count (Average Daily Membership) and funding levels set in statute. In addition to equalization assistance funding, traditional public school districts also receive a portion of their maintenance and operations funding from a local tax levy on the property within their boundaries.

This program also disburses other special formula funding for the following programs: (1) Additional State Aid (Homeowner's Rebate Program); (2) Assistance to School Districts (education of children whose parents or legal guardians are employed by certain state institutions); (3) Certificate of Educational Convenience (education of certain children outside of the district in which they live); (4) Special Education and Residential Vouchers; (5) Permanent and Institutional Vouchers; (6) County Jails and Detention Centers; (7) Juvenile Corrections and Adult Corrections; and (8) Classroom Site Fund (additional funds for teacher compensation and other purposes authorized by voter approval of Proposition 301 in the November 2000 General Election).

Financial compliance is monitored by this program through statutory testing of school district budget limits and analysis of required reports and data submitted by school districts and charter schools. The data is submitted electronically through the Student Accountability Information System (SAIS) for purposes of calculating equalization assistance and budget limits as applicable for publicly funded educational entities. Expenditures of school districts are monitored for statutory compliance and school districts are assisted in the resolution of non-compliance issues.

Further, this program collects data to meet reporting requirements for the federal Common Core of Data. Its main purposes are to support the School Finance program and to provide education related data to other governmental agencies and taxpayers as requested and/or required.

Funding and FTE

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,001,658.8	3,205,427.7	3,672,743.2
Other Appropriated Funds	49,724.1	43,223.0	50,720.4
Other Non Appropriated Funds	396,620.3	498,179.8	455,900.4
Federal Funds	0.0	0.0	0.0
Program total	3,448,003.2	3,746,830.5	4,179,364.0
FTE Positions	20.0	28.0	28.0

◆ **Goal 1** To provide timely and reliable customer service.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Percent of Instructional Improvement Fund (IIP) payments made on a quarterly basis	100	33	100	100
Percent of Classroom Site Fund payments made on a monthly basis	58	75	100	100
Number of days to process budget analysis from July 18	75	95	74	65

◆ **Goal 2** To provide technical assistance, training, and professional development for schools on issues related to school finance.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Percentage of participants in School Finance training sessions and workshops who scored the activity as "very good" or "better"	97.3	98	98	98
Number of workshops and training sessions covering School Finance issues compared to previous years	11	12	13	12
Number of SAIS forums/sessions provided to local education agencies	4	14	14	14
Explanation: SAIS functions were shifted from Management Information Systems to School Finance in FY 2006.				
Number of communication vehicles (computer workshops) delivered to SAIS users	1	2	30	30
Total "Inside SAIS" newsletter issues published annually	9	16	12	12

EDA 3.0 **Program Summary**
 SCHOOL ACCOUNTABILITY AND IMPROVEMENT
 Phyllis Schwartz, Associate Superintendent
 Phone: (602) 364-2313
 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	13,387.8	11,096.5	14,154.2
Other Appropriated Funds	2,509.5	6,337.3	6,337.3
Other Non Appropriated Funds	522.0	11,647.4	3,064.3
Federal Funds	18,313.8	47,705.6	47,705.6
Program total	34,733.1	76,786.8	71,261.4
FTE Positions	25.8	37.5	37.5

EDA 3.1 **Subprogram Summary**
STUDENT ASSESSMENT
 Roberta Alley, Deputy Associate Superintendent
 Phone: (602) 364-1164
 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 assessments aligned to those standards.

Description:

The Student Assessment subprogram provides for the development of Arizona academic content standards. These Arizona Academic Standards describe by grade level what students need to know and what students need to be able to do. This subprogram also provides for the procurement and administration of a nationally standardized, norm-referenced achievement test and the development and administration of a standards-based test to measure student achievement relative to the Arizona academic content standards. The Arizona's Instrument to Measure Standards Dual Purpose Assessment (AIM DPA) is the standards-based test has both "criterion-referenced" and "norm referenced" test questions. The TerraNova test, which is norm-referenced, is given to pupils in grades two and nine. For high school students, the Arizona's instrument to Measure Standards (AIMS) test is given to pupils in grade 10 (plus high school "retakes").

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	9,420.2	4,829.6	7,925.7
Other Appropriated Funds	0.0	2,340.3	2,301.9
Other Non Appropriated Funds	0.0	2,340.3	0.0
Federal Funds	6,591.7	9,511.7	9,511.7
Program total	16,011.9	19,021.9	19,739.3
FTE Positions	11.4	19.2	19.2

◆ **Goal 1** To develop and revise standards documents to be used for the assessment of all Arizona students.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of new math and reading test items developed by Arizona teachers for inclusion on the AIMS test - grades 3-8 and high school for the articulated standards	2,600	1,219	2,800	2,800
Number of AIMS Dual Purpose assessments administered	n/a	475,000	500,000	525,000

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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of teachers participating in test/item development for the AIMS test - grades 3-8 and high school	150	315	350	400
Number of teachers participating in development of items for formative assessment project	0	80	200	225

◆ **Goal 3** To provide technical assistance, training, and professional development for schools to improve their effectiveness.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of school districts/charter holders represented at the pretest workshops	640	636	620	620
Number of presentations at workshops and conferences on the utilization of test data in guiding instruction	5	13	15	20

◆ **Goal 4** To provide timely and reliable customer service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of constituent's communications responded to within 72 hours	70	92	95	95

EDA 3.2 **Subprogram Summary**
RESEARCH AND EVALUATION
 Dr. Robert Franciosi, Deputy Associate Superintendent
 Phone: (602) 364-1994
 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.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	355.1	678.5	678.5
Other Appropriated Funds	293.8	431.1	431.1
Other Non Appropriated Funds	5.0	10.0	-6,232.8
Federal Funds	84.7	9.7	9.7
Program total	738.6	1,129.3	-5,113.5
FTE Positions	9.0	9.0	9.0

◆ **Goal 1** To issue, on time, valid and reliable evaluations of school and student performance as required by State and Federal statutes.

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of No Child Left Behind school evaluations performed	1,695	1,752	1,931	1,931
Number of No Child Left Behind district evaluations performed	524	574	578	578
Number of AZ LEARNS evaluations performed	1,097	1,671	1,931	2,000
Percent of students tested who perform at or above the national norm on the norm reference test (grade 2) - reading	46	52	52	52
Explanation: Starting in FY 2005, the TerraNova test replaced the Stanford 9 test for norm-referenced testing.				
Percent of students tested who perform at or above the national norm on the norm reference test (grade 2) - math	53	52	52	52
Percent of students tested who perform at or above the national norm on the norm reference test (grade 9) - reading	35	52	52	52
Percent of students tested who perform at or above the national norm on the norm reference test (grade 9) - math	57	52	52	52
Percent of schools with at least 75 percent of students meeting or exceeding standards in reading	21	34	34	34
Percent of schools with at least 75 percent of students meeting or exceeding standards in writing	33	39	39	39
Percent of schools with at least 75 percent of students meeting or exceeding standards in math	12	34	34	34
Percent of students in grade 3 meeting or exceeding state academic standards in reading	71	72	72	72
Percent of students in grade 3 meeting or exceeding state academic standards in writing	80	77	77	77
Percent of students in grade 3 meeting or exceeding state academic standards in math	63	76	76	76
Percent of students in grade 5 meeting or exceeding state academic standards in reading	51	71	71	71
Percent of students in grade 5 meeting or exceeding state academic standards in writing	62	69	69	69
Percent of students in grade 5 meeting or exceeding state academic standards in math	47	71	71	71
Percent of students in grade 8 meeting or exceeding state academic standards in reading	49	67	67	67
Percent of students in grade 8 meeting or exceeding state academic standards in writing	58	82	82	82
Percent of students in grade 8 meeting or exceeding state academic standards in math	26	63	63	63
Percent of students in grade 12 meeting or exceeding state academic standards in reading	29	34	34	34
Percent of students in grade 12 meeting or exceeding state academic standards in writing	39	41	41	41
Percent of students in grade 12 meeting or exceeding state academic standards in math	11	29	29	29

◆ **Goal 2** To provide accurate and helpful information to the public.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of evaluations, analyses, and data requests fulfilled	45	50	50	50
Number of School Report Cards published	1,851	1,832	1,931	1,931
Number of District Report Cards published	578	578	578	578

EDA 3.3

Subprogram Summary

SCHOOL IMPROVEMENT AND STATE INTERVENTION

Dale Parcell, Deputy Associate Superintendent

Phone: (602) 364-2279

A.R.S. § 15-241, 15-741.01, 15-809, P.L. 107-110

Mission:

To determine the needs of schools and to assist them in necessary interventions and improvements to achieve and sustain internal accountability for improving student performance through comprehensive school reforms.

Description:

The School Improvement and State Intervention subprogram provides technical assistance to schools in the areas of curriculum, instruction, and assessment aligned to the Arizona Academic Standards. This subprogram includes federal funds for a stimulus program entitled Comprehensive School Reform. This competitive grant is a part of the No Child Left Behind Act of 2001, Title I, Part F. Comprehensive school reform emphasizes changes in all aspects of school operations rather than a fragmented, piecemeal approach to reform, with the goal of enabling all students, especially low-achieving students, to meet Arizona's Academic Standards.

This subprogram collaborates with school administrators for training and support that creates school environments in which all students achieve at high levels. This subprogram also analyzes 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 "Underperforming" by providing technical assistance and assigning a "Solutions Team" visit to review school operations. The review uses 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 Solutions Team data.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,612.5	5,588.4	5,550.0
Other Appropriated Funds	2,215.7	3,565.9	3,604.3
Other Non Appropriated Funds	517.0	9,297.1	9,297.1
Federal Funds	11,637.4	38,184.2	38,184.2
Program total	17,982.6	56,635.6	56,635.6
FTE Positions	5.4	9.3	9.3

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of AIMS Intervention/Dropout Prevention grantee monitoring visits	2	4	8	10

◆ **Goal 2** To provide technical assistance and training for schools to improve school effectiveness.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of workshops to support schools in developing their school improvement plans	0	9	15	18
Number of visits to Year 2 "underperforming" schools	108	212	245	270
Number of AIMS Intervention/Dropout Prevention presentations	2	5	8	10
Number of "failing" schools assisted by the State Intervention Unit	12	23	34	93

Number of schools visited by the Best Practices Unit 20 23 30 30

EDA 4.0
Program Summary
EDUCATION SERVICES
 Lillie Sly, Associate Superintendent
 Phone: (602) 364-1961
 A.R.S. § Title 15 et seq., P. L. 107-110

EDA 4.1
Subprogram Summary
EXCEPTIONAL STUDENT SERVICES
 Joanne C. Phillips, Deputy Associate Superintendent
 Phone: (602) 364-2504
 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 all learners by providing quality services and resources to schools, parent groups, government agencies, and community groups to enable them to achieve their goals.

Mission:

To promote the development and the implementation of quality education for students with disabilities.

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 three 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.

Description:

The Exceptional Student Services (ESS) subprogram fosters educational excellence for students with disabilities between the ages of three 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).

This Program Contains the following Subprograms:

- ▶ **Exceptional Student Services**
- ▶ **English Acquisition Services**
- ▶ **Early Childhood Programs**
- ▶ **Title I**
- ▶ **Career and Technical Education**
- ▶ **Adult Education and GED**
- ▶ **Best Practices**
- ▶ **Nutrition**
- ▶ **Family Literacy**
- ▶ **Outreach Programs**
- ▶ **Innovative Exemplary Programs**

The intent of "Child Find" is that all children from birth through age 21 years with delays or disabilities are identified, located, and evaluated to receive the supports and services they need. Public schools and the Arizona Early Intervention Program are responsible for "finding" eligible children and providing services needed for them to reach their developmental milestones or meet their educational needs. When children are "found", they are referred to a specialist to screen their development. The screening helps "identify" any areas of concern that need to be evaluated further. In order to receive early intervention or special education services, a child must be evaluated to confirm they have a delay or disability that falls under state definitions.

The comprehensive system of personnel development in this subprogram includes Special Education Learning Experiences for Competency in Teaching (SELECT). Select courses provide training to persons seeking to expand their skills in working with children with disabilities and are recommended for regular and special education teachers, related service personnel, paraeducators, and other interested individuals. Participants take SELECT courses to receive academic credit that can be applied towards teacher certification if the class matches the certification requirement or for professional growth (for those working towards teacher recertification).

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	105,591.7	118,608.6	127,437.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	62,764.8	90,271.9	83,850.4
Federal Funds	697,513.3	719,839.7	719,839.7
Program total	865,869.8	928,720.2	931,127.6
FTE Positions	260.0	308.8	308.8

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	31,662.5	33,939.4	35,839.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	29,800.6	38,272.7	33,597.3
Federal Funds	148,715.7	152,837.0	152,837.0
Program total	210,178.8	225,049.1	222,273.7
FTE Positions	72.4	81.0	81.0

◆ **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 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Percent of children with disabilities who entered preschool = < 36 months of age	17.0	22.0	25.0	28.0

◆ **Goal 2** To provide technical assistance, training, and professional development to improve the effectiveness of education to students with disabilities.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
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Average rating by special education directors of ESS professional development opportunities (on a 1-5 scale, 5 highest)	3.9	4.3	4.4	4.5
Number of enrollees in SELECT classes	626	700	725	750
Number of hours of Exceptional Student Services sponsored conference/workshops sessions	686	674	741	815

◆ **Goal 3** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of students with disabilities with proficient performance in reading in grade 3	32	34	37	39
Percent of students with disabilities with proficient performance in reading in grade 5	27	17	21	23
Percent of students with disabilities with proficient performance in reading in grade 8	21	10	12	14
Percent of students with disabilities with proficient performance in reading in grade 10	26	17	19	21
Percent of public education agencies demonstrating compliance with monitoring deficiencies within two years	84	82	85	88

◆ **Goal 4** To provide timely and reliable customer service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average overall rating by special education directors of Exceptional Student Services (on a 1-5 scale, 5 highest)	4.1	4.0	4.3	4.4
Number of public education institutions participating in paperwork reduction grants	139	243	267	294

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	9,417.2	332.6	332.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,451.3	1,671.9	1.9
Federal Funds	13,639.5	19,672.0	19,672.0
Program total	24,508.0	21,676.5	20,006.5
FTE Positions	13.3	10.8	10.8

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of local education agencies in full compliance with federal, state and ADE policy issues	56	47	50	53
Percent of local education agencies visited for full-scale on-site monitoring	10	7	20	20

◆ **Goal 2** To provide timely and reliable customer service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of postings/reports available from English Acquisition Services' website	30	53	60	62
Number of approved applications posted online of providers of Structured English Immersion Provisional and Full Endorsement training	n/a	134	180	190

◆ **Goal 3** To provide technical assistance, training, and professional development for schools and educators that will assist English language learners.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of attendees at Structured English Immersion conferences	425	350	400	425
Number of people attending annual ELL proficiency assessment overviews and workshop trainings - Stanford English Language Proficiency Test	600	500	600	625
Number of persons contacted and provided information on Arizona's English language proficiency standards	600	700	650	650
Number of English Language Learner Coordinators reached through the English Acquisition Services Unit through monthly practitioner meetings	n/a	150	160	170

EDA 4.2

Subprogram Summary
ENGLISH ACQUISITION SERVICES

Irene Moreno, Deputy Associate Superintendent
Phone: (602) 364-2345
A.R.S. § 15-751-756.01, P.L. 107-110

Mission:

To assist schools in providing services that support high academic success for English Language Learning (ELL) students.

Description:

The English Acquisition Services subprogram is authorized under the federal No Child Left Behind Act and the federal Civil Rights Act to provide technical assistance to local education agencies for their ELL students. In addition, pursuant to Arizona Revised Statutes, § 15-751 through 15-756.01, each school that has ELL students must provide programs to develop their skills in the English language and to give these students the opportunity to meet Arizona Academic Standards.

The assistance that this subprogram provides to local education agencies consists of the following: (1) Providing notification to local education agencies of their requirements/responsibilities for compliance under federal and state statutes; (2) Providing notification to local education agencies of their requirements/responsibilities with Arizona Department of Education policy and as described under the Flores lawsuit decree; (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 English Language Immersion models; and (5) Providing professional development opportunities for teachers and administrators to ensure the academic achievement of ELL students through the use of English Language Immersion models.

EDA 4.3
Subprogram Summary
 EARLY CHILDHOOD PROGRAMS
 Karen Woodhouse, Deputy Associate Superintendent
 Phone: (602) 542-8706
 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 eight years to become successful lifelong learners.

Description:

The Early Childhood subprogram includes multiple collaborative partnerships, Preschool Special Education for three year to five year old children with disabilities, and the federal Early Childhood Block Grant for public school districts and charter schools that serve children in kindergarten programs, and grades one, two and three. This subprogram supports school readiness 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	40,372.7	57,474.6	61,374.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	18,675.5	38,094.7	38,094.7
Federal Funds	5,946.3	7,922.9	7,922.9
Program total	64,994.5	103,492.2	107,392.2
FTE Positions	9.7	18.0	18.0

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations, and other contractual obligations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Early Childhood Special Education students demonstrating improved outcomes in the area of language/communication	75	75	82	85

◆ **Goal 2** To provide technical assistance, training, and professional development for schools to improve the effectiveness of early childhood development programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of participants indicating training as "meeting or exceeding" expectations	65	75	85	90
Percent of schools and programs participating in professional development on the revised Early Childhood Education Standards	65	60	70	80

EDA 4.4
Subprogram Summary
 TITLE I
 Nancy Konitzer, Deputy Associate Superintendent
 Phone: (602) 542-7470
 P.L. 107-110

Mission:

To support the implementation of Arizona's System of School Support in order to impact teaching and learning in Kindergarten through 12th grade classrooms so that educationally deprived students achieve high academic success.

Description:

Title I, under the federal No Child Left Behind Act of 2001, provides financial assistance to local education 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 students who are failing or who are most-at-risk of failing achieve Arizona Academic Standards. This is accomplished through supplemental programs that consist of instructional services, instructional support services, and increased involvement of parents in their children's education.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	171.9	129.9	129.9
Federal Funds	204,318.2	198,292.9	198,292.9
Program total	204,490.1	198,422.8	198,422.8
FTE Positions	25.9	32.5	32.5

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Title 1 schools that meet adequate yearly progress (AYP)	56	56	58	60
Percent of Title 1 paraprofessionals meeting the No Child Left Behind requirements	39	61	65	70

◆ **Goal 2** To provide technical assistance, training, and professional development to improve Title 1 school efforts.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of school districts that participate in Title 1 professional development activities for No Child Left Behind Consolidated Programs	65	78	80	82

EDA 4.5 **Subprogram Summary**
CAREER AND TECHNICAL EDUCATION
 Milton D. Ericksen, Deputy Associate Superintendent
 Phone: (602) 542-5212
 A.R.S. § 15-781-15-790, P.L. 105-332

Mission:
 To prepare Arizona students for workforce success and continuous learning.

Description:
 The Career and Technical Education subprogram includes statewide career and technical educational programs designed to prepare individuals for continuing education and transition to employment in current or emerging occupations. This subprogram coordinates the service for vocational technical research/evaluation and curriculum adaptation/adoption and dissemination. It also coordinates the service for seamless transition for students to post secondary education and employment. In addition, this subprogram has a professional development component, which improves instructional techniques and strategies, promotes partnerships with business and industry, and provides state-of-the-art occupational skill and on-the-job experience for teachers. The federal Carl D. Perkins Vocational and Technical Education Act of 1998 grants are used to provide direct services through funded projects for program improvement and Tech Prep education (planned sequence of study in a technical field).

This subprogram also has a contract agreement with the Department of Economic Security for assistance and training for students funded from the federal Workforce Investment Act and the federal Trade Adjustment Act. The Workforce Development Unit in this subprogram is responsible for the administration of comprehensive educational 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 employment preparation opportunities that support career goals. The educational, employment and training programs also promote partnerships among service providers to increase linkages and provide a comprehensive and meaningful approach to workforce preparation.

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	11,651.7	11,856.8	11,856.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,861.0	2,622.2	2,111.6
Federal Funds	24,481.0	29,879.6	29,879.6
Program total	38,993.7	44,358.6	43,848.0
FTE Positions	40.0	61.0	61.0

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Career and Technical Education concentrators passing AIMS writing	62.0	62.5	63.0	63.5
Percent of Career and Technical Education concentrators passing AIMS reading	65.9	60.4	60.9	70.4
Percent of Career and Technical Education participants placed in school, job, or military after graduation	67.5	68.0	68.5	69.0

◆ **Goal 2** To provide timely and reliable customer service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of days allocation notifications sent after receipt of federal award	72	84	83	82
Percentage of customers who report that Career and Technical Education staff is service-oriented	91.5	92.0	92.5	93.0

◆ **Goal 3** To provide technical assistance, training, and professional development for career and technical training programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of educators participating in Career and Technical Education professional development workshops	1,161	1,261	1,361	1,461
Number of attendees at Workforce Investment Act annual Training EXPO	300	310	320	330
Number of Trade Adjustment Assistance participants completing training	490	500	510	520
Number of approved training programs on the Workforce Improvement Act Eligible Training Providers List	1,550	1,560	1,570	1,580
Percent of administrators who report implementing new skills received from Career and Technical Education training	73.8	74.3	74.8	75.3

◆ **Goal 4** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for career and technical training.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Career and Technical Education programs receiving incentives and recognitions for exemplary and promising practices	5	7	9	11

EDA 4.6 **Subprogram Summary**
ADULT EDUCATION AND GED
 Karen Liersch, Director
 Phone: (602) 258-2410
 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 and GED (General Educational Development) 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. Adult Education is a learner-centered, interactive process which values and supports the individual in defining and achieving personal goals. It also helps these individuals develop and improve basic reading, writing, and mathematics skills as well as life skills so they can better function in their community, family, and workplace environments.

Adult learners may participate in instruction in one or more of the following areas even if they are not enrolled in a secondary school: (1) English Language Acquisition for Adults for people who want to learn the English language; (2) Adult Basic Education for learners who need to improve basic reading, writing, and mathematics skills; (3) Civics including Citizenship Test Preparation; (4) Basic computer literacy skills; and (5) Adult GED Preparation and Testing.

GED preparation includes instruction in the five content areas of the GED test, which consists of language arts, reading and writing, social studies, science, and mathematics. Adult learners who successfully complete the GED Testing Program receive an Arizona High School Equivalency Diploma.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,449.3	4,451.0	6,951.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	56.1	132.7	132.7
Federal Funds	10,411.7	12,300.0	12,300.0
Program total	14,917.1	16,883.7	19,383.7
FTE Positions	18.0	19.0	19.0

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◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of Adult Education providers monitored that meet or exceed quality indicators	65	89	90	90

◆ **Goal 2** To provide technical assistance, training, and professional development for schools to improve the effectiveness of adult education and GED programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of age 16 year and older learners who achieved a GED through participation in the Adult Education and GED program	62	70	80	80
Percent of age 16 year and older learners who achieved their employment goals through participation in the Adult Education and GED program	73	76	78	80

EDA 4.7 **Subprogram Summary**
BEST PRACTICES
Cheryl Lebo, Deputy Associate Superintendent
Phone: (602) 364-2267
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.

Description:

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

Further, this subprogram includes a Discipline Initiative Division that customizes training and technical assistance to public and charter schools for the sole purpose of helping teachers effectively manage classrooms and student behavior. The purpose is to train teachers how to better manage their classrooms and the behavior of their students for a disciplined environment conducive to learning.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	5,131.3	7,515.9	7,515.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,553.9	9,146.2	9,591.4
Federal Funds	7,811.9	8,160.0	8,160.0
Program total	22,497.1	24,822.1	25,267.3
FTE Positions	17.9	14.6	14.6

◆ **Goal 1** To provide quality customer service with continual improvement.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Number of website hits on discipline information and resources n/a 400 500 600

◆ **Goal 2** To provide technical assistance, training, and professional development for schools to improve the effectiveness of schools.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of officers attending a Beginning or Advanced Law related Education Academy	85	90	92	94
Percent of students in selected schools that respond that they feel safer because of the officer's presence	67	67	69	69
Number of classroom management and discipline training workshops held	n/a	25	35	45
Average satisfaction rating of participants in classroom management and discipline training workshops (on a 1-5 scale, 5 highest)	n/a	5.0	5.0	5.0
Percent of public and charter schools that received technical assistance on classroom management and discipline	n/a	25	30	40

EDA 4.8 **Subprogram Summary**
NUTRITION
Mary Szafranski, Deputy Associate Superintendent
Phone: (602) 542-8709
Nat. Sch. 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 Nutrition subprogram provides cash assistance and donated foods to serve nutritionally adequate meals to children in schools, preschools, and 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-income status uses the federal poverty guidelines and is an indicator of a child's at-risk status. Training, technical assistance, and compliance reviews are conducted to ensure nutrition integrity and fiscal accountability as prescribed by the United States Department of Agriculture.

Meals and/or snacks are served at schools, child and adult care facilities, emergency shelters, eligible after school programs, and family day care providers. The meals served are planned to meet the U.S. Dietary Guidelines for Americans. These Guidelines provide advice about food choices that promote health and prevent disease by encouraging an increased intake of fruits, vegetables and grains, while limiting the intake of fat, salt and sugar. In addition, this subprogram uses funds to implement obesity, diabetes, and asthma intervention programs in all schools in the border counties of Yuma, Santa Cruz, and Cochise and the communities within the Tohono O'odham Nation.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	97.2	84.4	84.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	132.9	110.2	110.2
Federal Funds	258,761.9	263,368.8	263,368.8
Program total	258,992.0	263,563.4	263,563.4
FTE Positions	44.6	46.6	46.6

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of sponsors planning menus which meet the revised nutrition	57	58	59	60

standards during annual School Meals Initiative reviews				
Percent of School Nutrition Program sponsors passing the Coordinated Review Effort Performance Standards	78	79	80	81
Percent of Child and Adult Care Food Program sponsors complying with revised administrative review requirements	70	79	80	81

◆ **Goal 2** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for health and nutrition programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of sponsors (schools) implementing the Arizona Healthy School Environment Model Policy	10	12	15	17

◆ **Goal 3** To provide technical assistance, training, and professional development to improve the effectiveness of health and nutrition programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of sponsors attending a USDA Basics and/or Business Basics and Nutrition Basics Workshop	72	75	75	75
Percent of sponsors attending ADE's School Health and Nutrition Advanced Track Workshops	30	32	33	34
Percent of sponsors processing USDA commodities in Child Nutrition	25	25	26	27
Number of SCOOPS newsletter subscribers	1,250	1,300	1,350	1,400

EDA 4.9

Subprogram Summary
FAMILY LITERACY

Karen Woodhouse, Deputy Associate Superintendent
Phone: (602) 542-8706
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 needs. Children participate in age appropriate activities geared to improve reading readiness and to prepare them for success in school. Parents gain academic preparation in basic skills, language acquisition, workforce readiness, and parenting skills. Through intensive, intergenerational activities, families make sustainable changes and learn to value the legacy of literacy.

This subprogram uses state funds for increasing the basic academic literary skills of undereducated low-income parents and their preschool children. It also uses federal grant monies that support family literacy services for low-income parents with low literacy skills or limited English proficiently and their children who are primarily birth through age seven years.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	993.4	1,004.9	1,004.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	4,477.0	4,792.1	4,792.1
Program total	5,470.4	5,797.0	5,797.0
FTE Positions	2.7	2.5	2.5

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of parents achieving education gains	70	71	73	75
Percent of parents achieving employment goal of entering the workforce	95	95	95	95
Percent of parents achieving goal of retaining or improving employment	87	88	89	90
Percent of children demonstrating readiness to enter kindergarten as measured by the Pre-K Success Assessment on language gains	70	82	83	84
Percent of children demonstrating readiness to enter kindergarten as measured by the Pre-K Success Assessment on problem solving gains	82	83	84	85

EDA 4.10

Subprogram Summary
OUTREACH PROGRAMS

Adria Martinez, Director
Phone: (602) 364-2317
A.R.S. § 15-1241, P.L. 89-329, P.L. 101-610, P. L. 107-110

Mission:

To provide assistance aimed at enriching regular educational services for the advancement of student achievement and to recognize educational excellence.

Description:

The Outreach Programs subprogram provides support and assistance for enrichment opportunities that focus learning in one particular subject, achieve higher levels of education through financial support, achieve higher student academic achievement through opportunities outside the regular school day or school classroom, or allow students to compete in national level academic contests. This subprogram includes a variety of programs, including: Arts Education, Academic Contests, Arizona Geographic Alliance, Arizona School Services through Educational Technology (ASSET), Arizona Humanities Council, Arizona Academic Decathlon, Arizona Principals' Academy, Project Citizen, Small Pass Through Programs, Economic Academic Council, U.S. Senate Youth Program, National Science Camp, National History Teacher of the Year Award, Robert C. Byrd Scholarship Program, Close-Up Foundation, Milken-Tap-Advancement, 21st Century Community Learning Centers, and Learn and Serve America.

This subprogram consists of a combination of state and federal monies. As an example, the federal 21st Century Community Learning Centers grant is for supporting the creation of community learning centers which provide academic enrichment opportunities to students and their families during non-school hours (before or after school) or periods when school is not in session (including holidays, weekends or summer recess). A second example is the federal Learn and Serve America grant, which is for projects that use a service-learning approach to education. This service-learning approach recognizes that working with local community organizations is a way to obtain academic achievement and develop civic skills. The grant monies are to allow schools to work in partnership with local organizations to create, develop, and offer service-learning opportunities for school-age youth from age five years to 17 years. A third example is federal funds to provide a variety of tools and resources for schools, teachers, and administrators interested in learning how to create quality, comprehensive, and sequential arts learning for their students.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	581.6	581.6	581.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	61.6	91.4	80.7
Federal Funds	10,821.0	12,666.6	12,666.6
Program total	11,464.2	13,339.6	13,328.9
FTE Positions	4.5	8.9	8.9

◆ **Goal 1** To provide timely and reliable customer service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of people participating in scholarship programs	285	438	445	450

◆ **Goal 2** To provide technical assistance, training, and professional development to improve school effectiveness

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of model or promising program showcased on department's website	3	3	10	15
Number of technical assistance contacts with administrators that receive 21st Century Community Learning Center grants	6	25	28	31
Number of administrators that participate in local and national 21st Century Community Learning Center sponsored training	5	48	53	59
Number of professional development opportunities made available on the state's arts standards	0	6	10	35

◆ **Goal 3** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of monitoring site visits for 21st Century Community Learning Center grants	20	23	30	30
Percent of grantees in compliance with Arts Education Initiative procedures	n/a	75	90	95

EDA 4.11

Subprogram Summary

INNOVATIVE EXEMPLARY PROGRAMS

Maxine Daly, Deputy Associate Superintendent

Phone: (602) 542-5510

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 who's 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,234.8	1,367.4	1,896.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	8,129.1	9,947.8	9,947.8
Program total	9,363.9	11,315.2	11,844.1
FTE Positions	11.0	13.9	13.9

◆ **Goal 1** To provide technical assistance, training, and professional development for schools to improve the effectiveness of gifted education.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of conferences, workshops, and trainings held on gifted education	10	12	15	20
Percent of training participants surveyed reporting satisfaction with gifted education training and support	90	95	98	98
Number of school site visits on gifted education	22	30	35	35
Number of conferences, workshops, and trainings held on Indian Education	9	12	15	15
Percent of training participants surveyed reporting satisfaction with Indian education training and support	95	98	100	100
Number of school site visits on Indian education	8	10	15	15
Number of conferences, workshops, and trainings held on homeless education	6	9	10	10
Percent of training participants surveyed reporting satisfaction with homeless education training and support	95	99	95	95
Number of school site visits on homeless education	27	64	60	60
Number of model or promising homeless education programs showcased on department's website	0	0	4	4

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Number of conferences, workshops, and trainings held on migrant education	20	10	15	15
Percent of training participants surveyed reporting satisfaction with migrant education training and support	80	85	90	95
Number of school site visits and technical assistance by email/telephone on migrant education	53	53	53	53
Number of model or promising migrant education programs showcased on department's website	3	3	6	6

◆ **Goal 2** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of grantees in compliance within gifted education	76	80	94	94
Percent of Native American students meeting or exceeding Arizona Academic Standards in reading	40	42	50	53
Percent of Native American students meeting or exceeding Arizona Academic Standards in mathematics	15	22	30	32
Percent of grantees in compliance within homeless education	85	77	82	87

◆ **Goal 3** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for innovative and exemplary programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of partnerships between Indian education and tribal/community organizations	n/a	20	20	30
Number of partnerships between gifted education and various organizations	10	15	20	30

EDA 5.0

Program Summary
PROFESSIONAL DEVELOPMENT

Karen Butterfield, Associate Superintendent
Phone: (602) 364-1958
A.R.S. § 15-531-15-551, 15-704, 15-919-15-920, P.L. 107-110

Mission:

To ensure educational professionals and paraprofessionals meet competency, training, and development requirements established under Arizona and federal laws enacted to promote attainment of high academic achievement for all students.

Description:

The Professional Development program focuses on improving student achievement through professional development for teachers and administrators. Arizona has defined through established Arizona Academic Standards what its children need to know and to be able to do in ten content areas: mathematics, reading, writing, science, social studies, fine arts, comprehensive health, technology, foreign language, and workplace skills. Public schools in Arizona (including charter schools) are expected to provide all of their students the opportunity to learn the Arizona Academic Standards. This program provides support and direction for the State of Arizona in implementing the Arizona Academic Standards used in achieving the goal of having a highly qualified teacher in every classroom.

This Program Contains the following Subprograms:

- ▶ **Highly Qualified Professional**
- ▶ **Standards Based Teaching and Learning**

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	938.3	1,120.0	14,120.6
Other Appropriated Funds	1,330.3	1,642.1	1,642.1
Other Non Appropriated Funds	1,179.5	3,402.9	3,399.9
Federal Funds	81,592.4	94,458.8	94,458.8
Program total	85,040.5	100,623.8	113,621.4
FTE Positions	70.5	67.5	67.5

EDA 5.1

Subprogram Summary
HIGHLY QUALIFIED PROFESSIONAL

Janis Amator, Deputy Associate Superintendent
Phone: (602) 364-2294
A.R.S. § 15-531-15-551, 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.

Description:

The Highly Qualified Professional subprogram consistently and accurately enforces State Board of Education rules and regulations and state statutes governing the certification of professional educators in Arizona and issues, in a timely manner, appropriate certificates and evaluation reports to applicants for certification. Certification complaints are investigated and coordinated professionally by the Professional Practices Advisory Committee and/or hearing officers and by the State Board of Education. This subprogram also oversees funding for performance incentive programs targeted at recruiting, hiring, and retaining highly qualified educational professionals. Further, this subprogram works with stakeholders to design, implement, and evaluate professional development programs that go through a rigorous approval process for ensuring that they meet the goal of helping educational professionals increase student achievement.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	120.0	13,120.6
Other Appropriated Funds	1,330.3	1,642.1	1,642.1
Other Non Appropriated Funds	431.2	3,246.2	3,246.2
Federal Funds	45,080.1	49,383.2	49,383.2
Program total	46,841.6	54,391.5	67,392.1
FTE Positions	48.6	39.2	39.2

◆ **Goal 1** To provide timely and reliable customer service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Maximum number of days to process complete certification applications	17	12	10	8

◆ **Goal 2** To ensure the quality of Arizona's educators through evaluation and certification.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of applicants successfully passing professional content and knowledge certification examinations	80	90	91	92

◆ **Goal 3** To offer professional development opportunities to educators and administrators.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of professional development opportunities provided to teachers and principals by the Highly Qualified	15	54	56	58

Professionals Unit

EDA 5.2 **Subprogram Summary**
 STANDARDS BASED TEACHING AND LEARNING
 Marie Mancuso, Deputy Associate Superintendent
 Phone: (602) 364-2333
 A.R.S. § 15-704, P.L. 107-110

EDA 6.0

Program Summary
 ADMINISTRATION

Margaret Garcia-Dugan, Deputy Superintendent
 Phone: (602) 364-2339
 A.R.S. § 15-231-15-272, P.L. 107-110

Mission:

To provide educators with support that promotes high academic achievement of all students.

Description:

The Standards Based Teaching and Learning subprogram oversees programs aimed at giving teachers the professional skills necessary to ensure Arizona Academic Standards are implemented. This subprogram oversees funding for partnerships to improve teacher knowledge in mathematics and science. Partners are expected to develop more rigorous mathematics and science curricula that are aligned with state and local academic achievement 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.

Also, this subprogram includes funds to improve student achievement through the use of technology in elementary and secondary schools. The goal is to help all students become technologically literate by the end of the eighth grade and, through the integration of technology with both teacher training and curriculum development, establish research-based instructional methods that can be implemented widely.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	938.3	1,000.0	1,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	748.3	156.7	153.7
Federal Funds	36,512.3	45,075.6	45,075.6
Program total	38,198.9	46,232.3	46,229.3
FTE Positions	21.9	28.3	28.3

◆ Goal 1 To provide training and professional development to improve the effectiveness of standards based teaching and learning.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of regional training-of-trainers sessions sponsored by Standards Based Teaching and Learning to build statewide capacity	55	91	60	60
Percent of Reading First local education agencies surveyed reporting satisfaction with department training and support	81	86	90	90
Percent of attendees reporting readiness to implement Arizona Academic Standards as a result of resources, support, and training	93	95	95	95
Percent of Summer Academy participants who are well prepared as a result of the Summer Academy to implement the reading instructional practices learned	77	85	90	90

Mission:

To ensure the efficient and the effective operation of the Department of Education through the Superintendent's leadership and the exchange and dissemination of information that promotes academic excellence and ensures fiscal and academic accountability in public education.

Description:

The Administration program provides the support for efficient and effective operations through Administrative Services and Management Information Systems in the Arizona Department of Education. This subprogram provides the infrastructure, guidance and supplies necessary to accomplish the daily operations of the agency. Its duties involve obtaining and managing a competent workforce and overseeing a high level of customer service to ensure the accomplishment of the overall agency mission.

This Program Contains the following Subprograms:

- ▶ Administrative Services
- ▶ Management Information Systems

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	5,203.4	6,000.3	8,932.5
Other Appropriated Funds	568.8	662.7	662.7
Other Non Appropriated Funds	11,837.7	6,944.8	6,272.9
Federal Funds	383.9	30.4	30.4
Program total	17,993.8	13,638.2	15,898.5
FTE Positions	158.2	148.3	163.3

EDA 6.1	Subprogram Summary ADMINISTRATIVE SERVICES
Vicki Salazar, Associate Superintendent	
Phone: (602) 364-0132	
A.R.S. § 15-251-15-272, P.L. 107-110	

Mission:

To provide effective, efficient, and consistent administrative and human resource support services to the agency while generating and disseminating for the agency and its public education partners information about public education in Arizona and the initiatives of the Superintendent of Public Instruction.

Description:

The Administrative Services subprogram is the information channel for the Arizona Department of Education. It provides the agency with insight into the educational concerns of the statewide community. This subprogram is responsible for generating and disseminating information to the general public, parents, the media, government, the private sector, and the education community regarding the Arizona Department of Education, the Superintendent of Public Instruction, and Arizona's schools and education services.

The Administrative Services subprogram also is responsible for providing financial, procurement, building operations and distribution, and human resource support services to the agency. Financial services include budgeting, accounting, grants management, and audit functions. Procurement services include contracts management and purchasing. Building operations and distribution include facilities, print shop, and central mail distribution functions. Human resource services include personnel and payroll functions. These administrative functions are centralized to ensure efficient and effective operational support to the agency, and consistent application of state, federal and agency rules, regulations, policies, and procedures.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,794.6	3,502.8	3,871.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	10,350.0	5,458.2	4,873.2
Federal Funds	50.9	22.2	22.2
Program total	14,195.5	8,983.2	8,767.3
FTE Positions	123.4	106.7	111.7

◆ **Goal 1** To provide accurate and helpful information to the public.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of individuals on the department's distribution list receiving newsletters and reports	4,030	6,113	12,000	13,200
Number of constituent inquiries responded to within two-week time frame	4,332	4,650	4,700	5,000
Number of Department of Education website "hits" (in thousands)	135,866	130,924	135,000	140,000
Number of press releases generated and made available	38	46	52	55

◆ **Goal 2** To improve communication and involvement with the education community and other stakeholders.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of individuals participating on the Superintendent's advisory committees	189	233	250	250
Number of policy/legislative related initiative correspondence sent to stakeholders	3,500	4,000	4,250	4,500

◆ **Goal 3** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for public education.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Number of schools participating in department special initiatives	174	271	275	280
Amount of new discretionary grant funding secured by the department	3.3 mil.	3.1 mil.	3.2 mil.	3.4 mil.
Total amount of all federal funds secured by the department for public education in Arizona	730 mil.	840 mil.	910 mil.	920 mil.

◆ **Goal 4** To improve employee and customer satisfaction.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of employees satisfied with their job	75.2	72.8	75.0	76.0
Percent of employees who agree or strongly agree that the agency has a good internal communication system	46.8	53.0	55.0	57.0
Percent of internal customers satisfied with Accounting services	n/a	81.8	82.8	83.8
Percent of internal customers satisfied with Budget Office services	n/a	92.9	93.9	94.9
Percent of internal customers satisfied with Central Distribution services	n/a	94.4	95.4	96.4
Percent of internal customers satisfied with Contracts Management services	n/a	72.2	73.2	74.2
Percent of internal customers satisfied with Facilities services	n/a	81.3	82.3	83.3
Percent of internal customers satisfied with Grants Management services	n/a	91.3	92.3	93.3
Percent of internal customers satisfied with Human Resource services	n/a	61.8	62.8	63.8
Percent of internal customers satisfied with Print Shop services	n/a	97.0	98.0	99.0
Percent of internal customers satisfied with Purchasing services	n/a	57.1	58.1	59.1

◆ **Goal 5** To provide technical assistance and training for internal and external customers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of new employee training courses held	26	26	26	26
Number of comprehensive supervisor training courses held	10	12	12	15
Number of Human Resource intranet website training courses held	26	26	26	26
Number of timesheet refresher training courses held	26	26	26	26
Number of training sessions held by Accounting Unit on various administrative topics	3	15	18	18
Number of Grants Management meetings held for department program areas	8	6	8	8

◆ **Goal 6** To promote a positive and productive work environment that cultivates teamwork and motivates employees.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of employees who agree or strongly agree that the agency supports their participation in training opportunities to improve job skills	65.5	63.8	65.0	75.0
Percent of employees who agree or strongly agree that they have the proper tools and equipment to do their work	75.9	70.1	75.0	80.0
Percent of employees who agree or strongly agree that they receive recognition for their work when they deserve it	57.2	62.0	63.0	75.0

EDA 6.2	Subprogram Summary
	MANAGEMENT INFORMATION SYSTEMS
Hayford Gyampoh, Director	
Phone: (602) 542-7886	
A.R.S. § 15-251-15-272, P.L. 107-110	

Mission:

To provide customers with accurate, timely information in support of their decision making process.

Description:

The Management Information Systems (MIS) subprogram maintains an effective information technology resource for the efficiency and the effectiveness of the Arizona Department of Education's business operations. MIS maintains internal and external networks for the exchange of information, and provides technical assistance to assure that all Arizona Department of Education customers are proficient and largely self-sufficient. Schools and districts are guided and supported in their use of technology to improve both administration and instruction. Through information technology, systems are created and the most effective methods are employed to gather, store, and share data. Up-to-the-minute, accurate information is provided for decision-making and reporting needs for the Arizona Department of Education, and in summary for educators, the legislature, federal reporting, and the public.

	(Thousands)		
Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,408.8	2,497.5	5,060.6
Other Appropriated Funds	568.8	662.7	662.7
Other Non Appropriated Funds	1,487.7	1,486.6	1,399.7
Federal Funds	333.0	8.2	8.2
Program total	3,798.3	4,655.0	7,131.2
FTE Positions	34.8	41.6	51.6

◆ **Goal 1** To increase the use of data and information technology as a management tool to make better-informed decisions.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of data marts used as management tools by agency units	7	9	10	11

◆ **Goal 2** To provide timely and reliable customer service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of calls that are resolved by the Support Center	90	92	80	80

Explanation: The call volume is expected to rise dramatically because of the discontinuation of Regional Training Centers in FY 2006.

Percent reduction in average downtime of Internet servers	55	24	10	10
Percent reduction in average downtime of messaging servers	2	70	5	5



MAA 0.0
Agency Summary
 DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS
 Major General David P. Rataczak, Adjutant General
 Phone: (602) 267-2717
 A.R.S. § 26-101, 26-111, 26-306

Mission:

To promote, protect, and defend the health, safety, peace, and quality of life of the citizens of our communities, state, and nation.

Description:

The Department of Emergency and Military Affairs is divided into three programs: Administration, Emergency Management, and Military Affairs. The Administration program coordinates the activities of the other programs. It provides overall financial, contracting, personnel, and property management actions. The Emergency Services program prepares and coordinates emergency response plans for the State. The Military Affairs program contains the Army National Guard and Air National Guard programs each of which develop, train, and sustain a military force for the protection of life and property, preservation of peace, maintenance of order, and public safety. It also administers Project Challenge for training at-risk youth and the Joint Counter Narcotics Task Force.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ADMINISTRATION	1,323.9	1,860.8	1,860.8
➤ EMERGENCY MANAGEMENT	47,977.9	35,765.5	33,803.8
➤ MILITARY AFFAIRS	42,813.0	108,935.3	44,302.8
Agency Total	92,114.8	146,561.6	79,967.4

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	9,657.6	13,839.0	13,839.0
Other Appropriated Funds	126.0	132.7	132.7
Other Non Appropriated Funds	8,855.0	9,159.1	9,298.5
Federal Funds	73,476.2	123,430.8	56,697.2
Program total	92,114.8	146,561.6	79,967.4
FTE Positions	489.0	511.7	511.7

Strategic Issues:

Issue 1 Employee retention and quality of employees

The department is built on quality employees capable of responding during a natural disaster or civil disturbance. In order to provide a work environment that promotes job satisfaction, growth opportunities, and a sense of value and pride, funding for training, salaries and personnel services must be increased.

Issue 2 Customer demand for products/services exceeds our capacity to deliver to their needs

Expanding legislative responsibility and increased demand for disaster prevention and preparedness from Arizona's political subdivisions have exceeded the department's capabilities. Domestic Preparedness (terrorism) and the increased threat in our schools for emergency and disaster plans are just two examples. Local government requests exceed current staff capability.

Issue 3 Agency wide communications/information management capability

The department currently has five separate information networks that are not linked with one another. In order to provide better communications and information management the department needs to develop an agency wide network that includes connectivity to the state's mainframe.

Issue 4 Community integration and visibility.

The department's objective is to integrate all of its activities into the communities of the state. A new armory construction program needs to be developed to meet community and state needs. Emergency Services must receive additional funding to further develop the disaster resistant community program in order to prevent loss of property and life. Funding must be maintained in order to support valuable community enhancing programs such as Project Challenge, Joint Counter Narcotics and the Freedom Academy.

Issue 5 Maintaining of viable, optimally located training areas/ranges and facilities.

In order to maintain viable training areas/ranges, adequate funding must be provided to support mandated cultural and natural resource studies. Operations and maintenance dollars currently are not sufficient to maintain all facilities at minimum OSHA standards. Due to significant demographic changes in the past decade, facilities are no longer strategically located and there is a one-half million square foot shortfall in required work space.

MAA 1.0
Program Summary
 ADMINISTRATION

Michael E. Virgin, Director Joint Programs
 Phone: (602) 267-2732
 A.R.S. § 26-111

Mission:

To provide leadership and support resources to all elements of the department.

Description:

The Administration program provides agency-wide direction, oversight and support services. The Administration program is responsible for providing resource management, accounting, personnel and procurement functions for the Department. In addition, it provides oversight of Project Challenge, Army Facilities Maintenance and State Active Duty. It is also responsible for the coordination of Federal Funds with the United States Property and Fiscal Officer.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,323.9	1,860.8	1,860.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,323.9	1,860.8	1,860.8
FTE Positions	13.4	13.9	13.9

◆ **Goal 1** To provide quality and timely support services to our customers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of weeks to process personnel actions	.5	1	1	1

◆ **Goal 2** To provide quality budget and fiscal services to customers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of accounts payable transactions not processed within 30 days	95	95	95	95

MAA 2.0

Program Summary
EMERGENCY MANAGEMENT

Frank Navarrete, Director
Phone: (602) 231-6245
A.R.S. § 26-111

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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,374.0	4,326.9	4,326.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,270.2	8,500.5	8,620.6
Federal Funds	36,333.7	22,938.1	20,856.3
Program total	47,977.9	35,765.5	33,803.8
FTE Positions	368.0	388.2	388.2

MAA 2.1

Subprogram Summary
MITIGATION AND PREPAREDNESS

Karen Paulsen, 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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,704.6	3,611.9	3,611.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,270.2	8,500.5	8,620.6
Federal Funds	29,258.0	15,757.6	13,469.2
Program total	40,232.8	27,870.0	25,701.7
FTE Positions	257.5	274.7	274.7

- ◆ **Goal 1** To reduce loss of life and loss of property from all hazards.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of communities with sustained Disaster Resistant Community Programs	47	83	88	92

- ◆ **Goal 2** To increase local emergency management capability through training assistance programs.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of requests for contingency exercise assistance supported	100	100	100	100

MAA 2.2

Subprogram Summary
RESPONSE AND RECOVERY

Chuck McHugh, Assistant Director
Phone: (602) 231-6242
A.R.S. § 26-2

Mission:

To coordinate the actions of federal, state and local jurisdictions to respond to and recover from disasters.

Description:

This subprogram coordinates the response of state agencies to emergency incidents; administers the Governor's E 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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	669.4	715.0	715.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	7,075.7	7,180.5	7,387.1
Program total	7,745.1	7,895.5	8,102.1
FTE Positions	110.5	113.5	113.5

- ◆ **Goal 1** To reduce human suffering during disasters and enhance community recovery after disaster strikes.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average number of months of community recovery time from declaration of emergency to termination of emergency	13.5	10.6	13.0	12.0

MAA 3.0
Program Summary
MILITARY AFFAIRS
 Michael E. Virgin, Director, Joint Programs
 Phone: (602) 267-7332
 A.R.S. § 26-111

Mission:

To provide the support functions for the Army and Air National Guard to develop, train and sustain a military force capable of supporting national, state, and community interests for the protection of life and property, preservation of peace, maintenance of order and public safety.

Description:

Military Affairs is a division of the Department of Emergency Management and Military Affairs. The division of Military Affairs has a dual role of providing the support functions (personnel, resource management, procurement and facilities) and providing leadership and direction to the Army National Guard, Air National Guard and Project Challenge.

This Program Contains the following Subprograms:

- ▶ **Army National Guard**
- ▶ **Air National Guard**
- ▶ **Project Challenge**

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,959.7	7,651.3	7,651.3
Other Appropriated Funds	126.0	132.7	132.7
Other Non Appropriated Funds	584.8	658.6	677.9
Federal Funds	37,142.5	100,492.7	35,840.9
Program total	42,813.0	108,935.3	44,302.8
FTE Positions	107.6	109.6	109.6

MAA 3.1
Subprogram Summary
ARMY NATIONAL GUARD
 BG Richard G. Maxon, Assistant, Adjutant General, Army
 Phone: (602) 267-2717
 A.R.S. § 26-111

Mission:

To develop, train, and sustain a military force capable of supporting national, state and community interests for the protection of life and property, preservation of peace, maintenance of order and public safety.

Description:

The Army National Guard is a division of Military Affairs. The Army National Guard serves a dual mission provided for by the United States Constitution and the Arizona Revised Statutes as the militia for Arizona. The Governor is our Commander-in-Chief until mobilized by the President of the United States. During emergency operations, the Army National Guard provides logistical and personnel support to other government agencies in response to civil disturbances and natural disasters. When federalized by the President of the United States, the Army National Guard provides trained and ready units in support of any active Army contingency.

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,270.9	1,334.4	1,334.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	584.8	658.6	677.9
Federal Funds	32,824.7	91,468.5	28,552.8
Program total	34,680.4	93,461.5	30,565.1
FTE Positions	51.6	54.6	54.6

◆ **Goal 1** To recruit and retain highly qualified personnel.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Percent of Army National Guard soldiers re-enlisted	80	77	82	82
Percent of no val pay rate	1.3	1.0	2.0	2.0
Number of soldiers recruited	925	1030	1000	1000
Percent of required strength	90	81	100	100
Percent of Army tuition demands met	30	33	100	100

MAA 3.2
Subprogram Summary
AIR NATIONAL GUARD
 COL (P) John M. Rix, Commander, Arizona Air National Guard
 Phone: (602) 267-2712
 A.R.S. § 26-111

Mission:

To provide the Aerospace Force with combat-ready units that provide air refueling, trained F-16 pilots and theater air battle management. The Air National Guard also provides a disciplined, trained, and readily accessible workforce which responds to natural disasters, terrorist activities, civil disorder, and improves the life of our communities.

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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,129.8	4,224.7	4,224.7
Other Appropriated Funds	126.0	132.7	132.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,312.6	7,007.8	5,271.7
Program total	4,568.4	11,365.2	9,629.1
FTE Positions	2.0	2.0	2.0

◆ **Goal 1** To recruit and retain highly qualified personnel.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Percent of annual attrition	10	8	10	10
Percent of personnel fully qualified	95	93	95	95
Percent of Air National Guard tuition demands met	50	50	100	100

Percent of Air National Guard soldiers re-enlisted 90 91 90 90

MAA 3.3 **Subprogram Summary**
PROJECT CHALLENGE
 Michael E. Virgin, Director, Joint Programs
 Phone: (602) 267-2732
 A.R.S. § 26-111

Mission:

To provide a military-based, in residence educational program for high school dropouts who desire to succeed.

Description:

Project Challenge is a 17-month program for youth at risk who come from various backgrounds that can include drug addiction, gang activity, dysfunctional families and at-risk parents. Conducted in a quasi-military environment, participants attend classes to complete requirements for a General Equivalency Diploma (GED); and receive guidance and counseling in leadership development, life-coping skills, career exploration and planning, health and hygiene, physical training and conflict resolution. Project Challenge inspires each participant to academically, physically, psychologically, and emotionally excel so that they can function productively in our community.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,559.0	2,092.2	2,092.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,005.2	2,016.4	2,016.4
Program total	3,564.2	4,108.6	4,108.6
FTE Positions	54.0	53.0	53.0

◆ **Goal 1** To integrate the Arizona National Guard in the youth at risk programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Project Challenge graduates annually	178	166	180	180



EVA 0.0
Agency Summary
 DEPARTMENT OF ENVIRONMENTAL QUALITY
 Stephen A. Owens, Agency Director
 Phone: (602) 771-2203
 A.R.S. § 49-101 et seq.

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The Arizona Department of Environmental Quality protects public health and the environment by establishing and ensuring compliance with standards of quality for Arizona's air, land, and water; advancing public policy; and encouraging participation through statewide outreach.

Agency Summary: (\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ADMINISTRATION	14,111.7	16,654.0	16,654.0
➤ AIR	56,974.2	66,852.9	68,364.5
➤ WASTE	42,456.0	73,962.0	73,962.0
➤ WATER	147,184.9	202,297.0	203,113.0
Agency Total	260,726.8	359,765.9	362,093.5

Funding and FTE Summary: (Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	13,137.5	24,347.0	26,674.6
Other Appropriated Funds	54,262.6	70,985.6	70,985.6
Other Non Appropriated Funds	175,551.8	245,213.3	245,213.3
Federal Funds	17,774.9	19,220.0	19,220.0
Program total	260,726.8	359,765.9	362,093.5
FTE Positions	883.9	833.0	844.0

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
 Stephen A. Owens, Agency Director
 Phone: (602) 771-2204
 A.R.S. § 49-101 - 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,355.5	4,097.5	4,097.5
Other Appropriated Funds	9,515.4	12,120.4	12,120.4
Other Non Appropriated Funds	5.9	5.0	5.0
Federal Funds	234.9	431.1	431.1
Program total	14,111.7	16,654.0	16,654.0
FTE Positions	164.9	145.6	145.6

◆ **Goal 1** To enhance relationships with the public, regulated community and agency partners

Performance Measures:

	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Percentage of statutorily set permit timelines met through License Time Frames rule	100.00	98.9	99.0	99.0

◆ **Goal 2** To provide value to all of Arizona

Performance Measures:

	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
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 value to all of Arizona

Performance Measures:

	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Redesign the ADEQ Web site so that it achieves within six months of implementation at least an 80 percent customer satisfaction rate, as measured through online survey.	86.3	n/r	n/r	n/r

◆ **Goal 4** To provide value to all of Arizona

Performance Measures:

	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
By June 30, 2004, implement fleet and	100.0	n/r	n/r	n/r

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

building management efficiencies resulting from Executive Order 2003-14 and the Governor's Efficiency Review Initiative Study

During FY 2005, continue to implement management approved efficiencies resulting from the Governor's efficiency reviews	n/r	100.0	n/r	n/r
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◆ **Goal 5** To provide value to all of Arizona

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of ADEQ employees indicating agreement with a statement of overall job satisfaction (measure calculated per annual survey administered by Governor's office)	55.8	63.7	60.0	60.0
Customer satisfaction rating for citizens (scale of 1-8)	7.60	7.55	6.60	6.60
Administration as a percentage of total cost	3.0	4.5	4.5	4.5

Explanation: (Note: The FY 05 actuals for administrative cost includes WIFA and Vehicle Emissions Inspection contractor fees as part of total agency costs in each year.)

Percent of citizens expressing overall satisfaction with ADEQ services	94.9	94.5	92.5	92.5
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◆ **Goal 6** To provide leadership on children's environmental health

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Develop and issue a formal policy to integrate children's environmental health issues into ADEQ program and develop an action plan by June 30, 2004	100.0	n/r	n/r	n/r
Continue to implement the action plan to integrate children's environmental health issues into ADEQ programs by June 30, 2005	n/r	100.0	n/r	n/r

◆ **Goal 7** To provide value to all of Arizona

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of citizens expressing overall satisfaction with Administrative Program Services	96.1	98.9	90.0	90.0
By June 30, 2005, implement efficiencies resulting from Executive Order 2003-14 and the Governor's Efficiency Review Initiative Study	100.0	100.0	n/r	n/r

◆ **Goal 8** To provide value to all of Arizona

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of invoice payables paid within thirty (30) calendar days	95.70	97.7	95.0	95.0

◆ **Goal 9** To provide value to all of Arizona

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
By June 30, 2004, develop and implement an action plan for expanding and implementing "E-government" opportunities	100.0	n/r	n/r	n/r

Explanation: Report completed by Office of Information Technology.

During FY 2005, continue to implement action plan to expand "E-government" opportunities	n/r	100.0	n/r	n/r
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◆ **Goal 10** To provide value to all of Arizona

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of customers agreeing that services meet or exceed their expectations based upon a customer satisfaction survey attached to every Purchase Order	92.2	92.7	n/r	n/r

◆ **Goal 11** To provide value to all of Arizona

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of agency staff turnover	13.80	10.1	8.60	8.60

◆ **Goal 12** To provide value to all of Arizona

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of notice of administrative hearing issued within 3 working days of receiving all necessary documentation	100.0	100.0	90.0	90.0

EVA 2.0	Program Summary AIR
Nancy C. Wrona, Air Quality Division Director	
Phone: (602) 771-2308	
A.R.S. § 49-401 - 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**
- ▶ **Stationary Air Pollution Control**
- ▶ **Vehicle Emissions Control**

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,133.7	1,570.9	3,082.5
Other Appropriated Funds	42,837.9	54,770.2	54,770.2
Other Non Appropriated Funds	6,726.6	4,281.6	4,281.6
Federal Funds	6,276.0	6,230.2	6,230.2
Program total	56,974.2	66,852.9	68,364.5
FTE Positions	271.4	243.3	253.3

EVA 2.1	Subprogram Summary AIR QUALITY MANAGEMENT AND ANALYSIS
Nancy C. Wrona, Air Quality Division Director	
Phone: (602) 771-2308	
A.R.S. § 49-401 - 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.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,096.8	1,422.5	2,809.1
Other Appropriated Funds	8,632.3	14,582.3	14,582.3
Other Non Appropriated Funds	6,726.6	4,281.6	4,281.6
Federal Funds	6,044.7	5,779.3	5,779.3
Program total	22,500.4	26,065.7	27,452.3
FTE Positions	173.7	153.7	161.7

◆ **Goal 1** To provide value to all of Arizona

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of customers satisfied with Air Quality Programs	92.0	99.3	92.5	92.5

◆ **Goal 2** To improve the quality of Arizona's air, land and water

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Annual (FY) number of State Implementation Plans (SIP) (new or revisions) submitted to the Environmental Protection Agency (EPA)	3.0	3.0	2.0	2.0
Days of the calendar year in which the National Ambient Air Quality Standards (NAAQS) for Ozone (O3), Carbon Monoxide (CO), or Particulate Matter (PM10), are not exceeded in Arizona	366	365	n/r	n/r

Explanation: JLBC measure is the inverse of this measure: Number of days per year exceeding National Ambient Air Quality Standards (NAAQS) for Ozone (O3), Carbon Monoxide (CO), or Particulates (PM10). This measure is an indicator of environmental conditions only. This measure will be replaced in FY 05.

Achieve 90 percent air quality sample data recovery	97.6	97.6	90.0	90.0
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EVA 2.2

Subprogram Summary

STATIONARY AIR POLLUTION CONTROL

Nancy C. Wrona, Air Quality Division Director
 Phone: (602) 771-2308
 A.R.S. § 49-401 - 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:

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	36.9	148.4	273.4
Other Appropriated Funds	2,320.4	4,435.8	4,435.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	231.3	450.9	450.9
Program total	2,588.6	5,035.1	5,160.1
FTE Positions	58.7	56.6	58.6

◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Annual (FY) number of sectors (not individual permits) completed for final action on Title V unitary air quality permits	2	1	0	5

EVA 2.3

Subprogram Summary

VEHICLE EMISSIONS CONTROL

Nancy C. Wrona, Air Quality Division Director
 Phone: (602) 771-2308
 A.R.S. § 49-401 - 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:

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	31,885.2	35,752.1	35,752.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	31,885.2	35,752.1	35,752.1
FTE Positions	39.0	33.0	33.0

◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of vehicles that have failed inspection and later brought into compliance (in thousands)	160.7	168.9	163.0	163.0
Identify 150,000 high emitting vehicles and bring them into compliance with vehicle standards	100.0	100.0	100.0	100.0

◆ **Goal 2** To enhance relationships with the public, regulated community and agency partners

EVA 3.0

Program Summary

WASTE

Shannon Davis, Waste Programs Division Director
 Phone: (602) 771-4209
 A.R.S. § 49-701 - 49-1071

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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	11,000.0	11,000.0
Other Appropriated Funds	46.1	241.8	241.8
Other Non Appropriated Funds	38,806.5	59,270.2	59,270.2
Federal Funds	3,603.4	3,450.0	3,450.0
Program total	42,456.0	73,962.0	73,962.0
FTE Positions	214.2	209.0	209.0

EVA 3.1 Subprogram Summary
WASTE CONTROL AND MANAGEMENT

Shannon Davis, Waste Programs Division Director
Phone: (602) 771-4209
A.R.S. §49-701 - 49-881

Mission:

To protect public health and the environment by assuring the proper handling, storage, treatment, and disposal of wastes; by promoting pollution prevention and recycling; and by responding to customer needs in a timely manner by effectively monitoring and administering the laws and regulations for the storage, treatment, disposal and reduction of solid and hazardous wastes and hazardous materials.

Description:

This subprogram provides management and administrative services to the program; plans, controls and monitors staff and budgetary expenditures; provides for staff development; develops rules, policies and procedures; provides input on legislative issues; assists in developing agency strategic plans and action plans; develops, implements and monitors workplans; evaluates program effectiveness; oversees delegation agreements with local jurisdictions; implements the state waste tire program; implements the state and federal hazardous waste laws pursuant to delegation from U.S. Environmental Protection Agency (EPA); maintains an inventory of hazardous waste generators, as well as hazardous and solid waste management and facilities; reviews applications for licenses, permits and plan approvals, modifications and amendments and takes appropriate action; encourages community involvement; conducts inspections, collects and maintains compliance data, provides compliance assistance and pursues enforcement actions for significant noncompliance for hazardous and solid waste management facilities and waste tire management facilities; promotes and encourages pollution prevention, reviews and approves pollution prevention plans and reports; advocates for solid waste reduction, reuse, and recycling; and provides grant monies to selected demonstration projects.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	39.5	219.8	219.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	39.5	219.8	219.8
FTE Positions	0.5	0.5	0.5

◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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)	74.0	75.7	74.0	74.0

Reduce the number or severity of contaminated sites in the Waste Program by achieving cleanup and closure of currently contaminated sites (Annual FY number of LOCs, ERAs, and NFAs issued) 209 292 137 137

◆ **Goal 2** To provide value to all of Arizona

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of customers satisfied with Waste Programs Division	90.0	96.9	92.5	92.5

◆ **Goal 3** To improve the quality of Arizona's air, land and water

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of solid waste facilities (cumulative) brought into compliance within 60 days of receiving a notice of violation (NOV) or which are recipients of an escalated enforcement action within 60 days of receiving a NOV if compliance is not achieved	86.5	93.3	90.0	90.0

◆ **Goal 4** To enhance relationships with the public, regulated community and agency partners

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Make final decisions on All Treatment Storage and Disposal (TSD) permit applications by June 30, 2005 (Current inventory = 6)	1.0	0.0	n/r	n/r

Explanation: Staff turnover as well as facility compliance issues contributed to the low number of issuances.

EVA 3.2 Subprogram Summary
UNDERGROUND STORAGE TANK

Philip McNeely, Tank Programs Division Director
Phone: (602) 771-7645
A.R.S. § 49-1001 - 49-1092

Mission:

To protect public health and the environment by preventing regulated substance releases and reducing the risk associated with contaminated sites.

Description:

The subprogram assures the proper operation and maintenance of underground storage tank (UST) systems in the state of Arizona and maintains an inventory of these systems. This program is also responsible for overseeing the cleanup of soil and groundwater contamination from leaking underground storage tanks. In addition, the subprogram provides outreach and compliance assistance to owners and operators of USTs to keep them aware of current compliance requirements. The subprogram responds to complaints regarding UST sites and fully investigates any potential violations of Arizona's underground storage tank laws. The subprogram also administers the State Assurance Fund, which covers costs associated with removal and remediation of leaking underground storage tank sites.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4.6	22.0	22.0
Other Non Appropriated Funds	21,148.3	41,964.4	41,964.4
Federal Funds	1,637.6	1,136.0	1,136.0
Program total	22,790.5	43,122.4	43,122.4
FTE Positions	121.5	126.6	126.6

◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Reduce the number of contaminated sites in the Waste Program by issuing Letter	195.0	335.0	130.0	130.0

of Closures for UST sites (Annual number of LOCs)				
Percentage of eligibility issues regarding State Assurance Fund (SAF) applications verified within 30 days of receipt of the SAF application Statutory requirement in accordance with A.R.S. § 49-1017.01	100.00	100.0	100.0	100.0

Explanation: ADEQ requested immediate deletion as this measure is redundant with measure reporting direct payable and reimbursement applications processed within 90 days.

Percentage of annual administrative costs in the State Assurance Fund (SAF) in accordance with A.R.S. § 49-1051. NOTE: Actuals are the 13th month AFIS	20.3	17.8	21.0	21.0
Percentage of SAF direct payable and reimbursement applications processed within 90 days of receipt	100.00	93.3	95.0	95.0

◆ **Goal 2** To improve the quality of Arizona's air, land and water

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Reduce the number of contaminated sites in the Waste Program by issuing No Further Action letters at Voluntary Remediation Sites (Annual number of NFAs)	14.0	11.0	6.0	6.0

EVA 3.3	Subprogram Summary
	REMEDICATION
	Shannon Davis, Waste Programs Division Director
	Phone: (602) 771-4209

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

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	11,000.0	11,000.0
Other Appropriated Funds	2.0	0.0	0.0
Other Non Appropriated Funds	17,658.2	17,305.8	17,305.8
Federal Funds	1,965.8	2,314.0	2,314.0
Program total	19,626.0	30,619.8	30,619.8
FTE Positions	92.2	81.9	81.9

◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Reduce the number of contaminated sites in the Waste Program by issuing early response actions (ERAs) at Water Quality Assurance Revolving Fund (WQARF) sites (Annual number of	2.0	1.0	1.0	1.0

ERAs)

EVA 4.0	Program Summary
	WATER
	Joan Card, Water Quality Division Director
	Phone: (602) 771-2306
	A.R.S. § 49-201 - 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

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	7,648.3	7,678.6	8,494.6
Other Appropriated Funds	1,863.2	3,853.2	3,853.2
Other Non Appropriated Funds	130,012.8	181,656.5	181,656.5
Federal Funds	7,660.6	9,108.7	9,108.7
Program total	147,184.9	202,297.0	203,113.0
FTE Positions	233.4	235.1	236.1

EVA 4.1	Subprogram Summary
	UNDERGROUND WATER REGULATION
	Joan Card, Water Quality Division Director
	Phone: (602) 771-2306

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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,152.2	2,119.5	2,350.3
Other Appropriated Funds	1,863.2	3,853.2	3,853.2
Other Non Appropriated Funds	1,229.1	450.7	450.7
Federal Funds	1,066.6	1,776.2	1,776.2
Program total	6,311.1	8,199.6	8,430.4
FTE Positions	86.3	81.6	82.0

◆ **Goal 1** To provide value to all of Arizona

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of customers satisfied with Water Quality Division (Avg. 4.6 on a scale of 1-5)	93.9	90.5	90.0	90.0

◆ **Goal 2** To improve the quality of Arizona's air, land and water

◆ **Goal 3** To improve the quality of Arizona's air, land and water

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
By 2005, attain significant compliance rate of 90 percent among major dischargers as determined by monitoring data and physical inspection	84.0	81.0	n/r	n/r
Explanation: A significant amount of the data for Q4 will not be available until Sept. 15, 2005.				
By June 30, 2005, permit all existing surface water and groundwater discharges requiring a permit in 100 percent protection areas	38.0	74.0	n/r	n/r

◆ **Goal 4** To provide value to all of Arizona

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of permit actions remaining to be processed in the inventory for existing groundwater protection permit non-mining facilities in accordance with A.R.S. § 49-241.01 (Deadline Jan 1, 2004)	0.0	n/r	n/r	n/r
Number of permit actions remaining to be processed in the inventory for existing groundwater protection permit mining facilities in accordance with A.R.S. § 49-241.01 (Deadline Jan 1, 2006)	16.0	12.0	0.0	n/r

◆ **Goal 5** To improve the quality of Arizona's air, land and water

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
By 2005, 30% of the state's watersheds will have TMDL restoration plans or watershed-based plans. ADEQ will estimate load reductions per watershed and monitor effectiveness of water quality improvement measures implemented	17.5	30.0	n/r	n/r
Explanation: NOTE: This does not account for the plans in process over this year and next.				

EVA 4.2

Subprogram Summary
SURFACE WATER REGULATION

Joan Card, Water Quality Division Director
Phone: (602) 771-2306

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 National Pollutant Discharge Elimination System (AZPDES) program, including issuing federally enforceable discharge permits, (2) reviewing engineering design plans and issuing construction approvals, (3) conducting compliance inspections of discharging facilities, (4) conducting outreach and education activities to build awareness of regulatory requirements; (5) offering technical and compliance assistance to facilities; (6) conducting enforcement actions, (7) implementing a statewide watershed management program, (8) awarding grants to eliminate or mitigate nonpoint source pollution, (9) developing surface water quality standards, (9) monitoring and assessing surface waters to provide critical water quality information that will enable the Department to maintain the quality of our lakes, rivers, streams, and wetlands.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,730.9	1,465.0	1,917.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	778.2	778.2
Federal Funds	5,669.9	5,287.0	5,287.0
Program total	7,400.8	7,530.2	7,982.8
FTE Positions	66.3	69.6	69.9

◆ **Goal 1** To improve the quality of Arizona's air, land, and water.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
By 2005, 50 percent of assessed river miles/lake acres will support designated uses	14.00	n/r	n/r	n/r
Explanation: 303d report is compiled once every two years. This measure will be available in April 2006.				
By 2005, 50 percent of assessed perennial river miles/lake acres will support fish consumption use	55.0	n/r	n/r	n/r
Explanation: 303d report is compiled once every two years. This measure will be available in April 2006.				

EVA 4.3

Subprogram Summary
DRINKING WATER REGULATION

Joan Card, Water Quality Division Director
Phone: (602) 771-2306
A.R.S. § 49-201 - 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

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,320.1	1,649.0	1,781.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,879.3	2,124.5	2,124.5
Federal Funds	924.1	2,045.5	2,045.5
Program total	4,123.5	5,819.0	5,951.6
FTE Positions	62.8	64.9	65.2

◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Through 2005, Percentage of population serviced by community water systems providing drinking water with no health-based violations will remain at 95 percent	99.0	98.0	n/r	n/r

◆ **Goal 2** To enhance relationships with the public, regulated community and agency partners

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
By 2005, 20 percent of community water systems (CWS) will initiate source water protection measures (SWP)	10.0	12.2	n/r	n/r
By 2005, 50 percent of population served by CWS will receive their water from systems with SWP measures in place	31.0	52.6	n/r	n/r

EVA 4.4

Subprogram Summary
WATER INFRASTRUCTURE FINANCE AUTHORITY

Jay Spector, Executive Director
Phone: (602) 364-1310
A.R.S. § 49-1201 - 49-1268

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, wastewater, waste water reclamation, and other water quality facilities/projects. As a "Bond Bank", WIFA is authorized to issue water quality bonds on behalf of communities for basic water infrastructure. Generally, WIFA offers borrowers below market interest on loans for 100% of eligible project costs.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,445.1	2,445.1	2,445.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	126,904.4	178,303.1	178,303.1
Federal Funds	0.0	0.0	0.0
Program total	129,349.5	180,748.2	180,748.2
FTE Positions	18.0	19.0	19.0

◆ **Goal 1** To ensure WIFA's resources are awarded in conformance with Arizona's goals.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of recipients moving from non-compliance to compliance	5.0	9.0	5.0	5.0

Explanation: Fewer loans closed, fewer recipients in non-compliance.

◆ **Goal 2** To maintain the fiscal integrity of the Funds administered by WIFA and ensure continuous enhancement for future generations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of total available funds invested	99.5	99.5	99.5	99.5
Interest income (in thousands)	8,232.6	11,253.1	8,232.6	8,232.6

◆ **Goal 3** To facilitate access to and efficiently deliver financial and technical assistance.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of weeks to process a loan	7.0	7.0	7.0	7.0

◆ **Goal 4** To coordinate with other funding sources, technical resources, and regulatory authorities

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of co-financings	3.0	1.0	5.0	5.0



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Agency Summary
 GOVERNOR'S OFFICE OF EQUAL OPPORTUNITY
 Manuel V. Cisneros, Director
 Phone: (602) 542-3716
 A.R.S. § 41-101

Mission:

The purpose of the Governor's Office of Equal Opportunity (GOEO) is to administer and enforce state and federal laws prohibiting discrimination for over 35,000 state employees so that there will not be any discrimination practices in State government.

Description:

The GOEO provides information and technical assistance to state agencies to ensure nondiscrimination and equal opportunity access to employment, state contracts, and appointments. The GOEO assists state agencies/divisions in promoting equal opportunity in employment, appointments, and procurement practices conducted on behalf of the State.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	220.8	227.2	220.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	73.5	68.0	68.0
Program total	294.3	295.2	288.9
FTE Positions	4.0	4.0	4.0

Strategic Issues:

Issue 1 Reduce the State's risk of loss due to exposure to lawsuits relating to discrimination, sexual harassment, and non-compliance with EEOC and ADA employment guidelines.

An analysis of agency Equal Opportunity Plans will be conducted to determine what agencies need assistance in complying with federal and state rules, regulations, policies and procedures. Agencies that are not meeting federal minority employment criteria will be contacted. These agencies will be supplied with information regarding the federal employment criteria and offered assistance in locating a qualified candidate. Additionally, the GOEO will provide training on diversity issues.

Issue 2 Increase the ability of minorities to participate in state employment and on state Boards and Commissions.

The GOEO will work with appropriate state agencies to contact minority organizations and communities to distribute information regarding state employment and appointment opportunities. They will also be provided with information regarding the state's employment application process. Application for state employment and resume submission will be encouraged. Contact will be made with all state agencies to assist them in addressing under-utilization.

Issue 3 Provide accurate and timely EEO-4 reports to the federal government.

The GOEO will work with the Department of Administration to provide the federal government with an accurate and timely EEO-4 report. This report is required by the federal government in order for the State to receive federal funds.

Issue 4 Provide staffing to the Governor's Arizona Equity in State Contracting Initiative - Executive Order 2004-06.

The GOEO Arizona Equity Partners promotes awareness of state procurement for women-owned and minority-owned businesses. The Committee has reviewed various diversity issues for state government including education and training involving procurement programs. These meetings were designed to remove barriers and obstacles to greater participation by small, minority, and women-owned businesses in state procurement opportunities.

Issue 5 Provide coordination of alternative dispute resolution and mediation

services to state agencies.

The GOEO will work with appropriate state agencies to coordinate mediation or alternative dispute resolution sessions for current or former state employees. These non-financial mediations will review internal discriminatory workplace behavior, in order to resolve complaints based on factual circumstances. Mediation training will be provided to Equal Employment Opportunity liaisons within state agencies.

◆ **Goal 1** To ensure state agencies comply with Equal Employment Opportunity rules, regulations, policies, and procedures; and to assist other non-state government entities with related Information and Referral Services

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of state agency Equal Employment Opportunity plans submitted	105	105	106	105
Number of state agencies assisted in the preparation of agency-level Equal Employment Opportunity Plans, and in efforts to reach workforce parity	105	105	106	105
Number of calls answered providing information and assistance regarding Equal Opportunity rules and regulations	472	589	599	599

◆ **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 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of persons assisted with employment related complaints	176	261	283	283
Number of diversity training classes provided	11	8	12	12
Total training hours provided to state employees	970	999	1,079	1,079

◆ **Goal 3** To achieve and maintain a culturally diverse state government workforce and ensure diverse representation on state Boards and Commissions.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of community organizations contacted by the Governor's Office for Equal Opportunity to help facilitate the dissemination of information regarding employment opportunities	261	276	292	292
Number of community organizations contacted by GOEO to help facilitate the dissemination of information regarding positions on State Boards and Commissions	243	280	280	280
Contact with tribes, tribal members and off-reservation native Americans regarding employment, appointment and procurement opportunities with the state	179	225	250	250
Number of state agencies contacted by GOEO to ascertain their employment needs	97	105	105	105

◆ **Goal 4** To enhance the growth and development of minority and women-owned business enterprises.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of minority/women-owned businesses contacted and provided with information regarding state contracting opportunities	2,478	2,892	3,000	3,100
Number of presentations and informational sessions regarding procurement opportunities	49	64	75	75
Number of minority/women-owned businesses referred to DOA procurement	177	173	225	225

◆ **Goal 5** To provide alternative dispute resolution services to state agencies.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of persons trained in mediation	1	16	20	20
Number of presentations concerning mediation services	17	20	23	23

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Number of mediation sessions conducted
as a result of Governors Office of Equal
Opportunity

6

32

40

40



EQA 0.0	Agency Summary
	STATE BOARD OF EQUALIZATION
	Harold Scott, Chairperson
	Phone: (602) 364-1601
	A.R.S. § 42-16152 et al.

to cutback the services to the citizens of Pima County once again this past fiscal year.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Cost per parcel (in dollars)	15	15	14	13
Parcels appeals received	37,600	36,800	40,000	44,000

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.

◆ **Goal 2** To reduce the cost attributed to petitions and hearings.

◆ **Goal 3** To continue the growth in electronic filing and transmit a statement of changes made to the valuation of any property in Maricopa or Pima County. In addition, expand our electronic capabilities to include the "client" counties (currently, Mohave/Pinal/Yavapai Counties).

Description:

The State Board of Equalization (SBOE) is comprised of seventeen members, seven appointed by the Governor, including the Chairman, and five members from both Maricopa and Pima counties. The Board's jurisdiction is primarily over locally assessed real and personal property in Maricopa and Pima counties. Under Arizona Revised Statutes § 42-14001 et al, the Board's authority extends to centrally assessed property statewide. The State Board of Equalization also can provide hearing officer services for outlying counties. Currently, the SBOE provides services to Mohave, Pinal and Yavapai counties. The Board, formerly Division I of the State Board of Tax Appeals, was created on August 1, 1995 through a consolidation of the appeals process.



Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	552.6	584.5	940.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	552.6	584.5	940.3
FTE Positions	7.0	7.0	7.0

Strategic Issues:

Issue 1 *Substantial increases in hearings*

The Board of Equalization is presently having substantial increases in hearings. The Board is preparing to hold hearings on evenings, Saturdays and the Columbus holiday, and does not anticipate the need for a supplemental in the 2005-2006 budget year. There is a concern over the 2007 budget. The computer system remains extremely problematic. Any unforeseen downtime will prevent the SBOE from fulfilling its obligations without additional funding, FTE's, and other resources.

Issue 2 *Market conditions*

The Board is experiencing an upswing in the number of filings it is receiving; residential property petitions, which have a higher unit cost, are driving the increase; however, all property is experiencing unprecedented growth and appreciation. The Board anticipates a substantial increase in disputes over the assessments of office space. It is still too early to determine the level of activity or county Assessors' policies with this market change. The current real estate market conditions have created an unpredictable property tax appeal environment. The true test of the quality of our automation and electronic filing will be during the next market down cycle, which inevitably will result in a substantial increase in the number of petitions. The art is estimating when these market conditions will change and will it happen at a time when the large accounting law and tax appeal firms are heavily committed to electronic filing.

Issue 3 *Legislation*

There are serious discussions once again of revising the tax appeal calendar as well as the scope of counties under the Board's jurisdiction. If this were to occur, there would be new budgetary issues that would need to be addressed.

◆ **Goal 1** To restore sufficient funding in order for the State Board of Equalization to be prepared for an unpredictable caseload. This will also ensure that the SBOE is able to adequately staff all hearings in Maricopa and Pima Counties. The SBOE was forced

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Agency Summary
BOARD OF EXECUTIVE CLEMENCY

Duane Belcher, Chairman/Executive Director
Phone: (602) 542-5656
A.R.S. § 31-401 et. seq.

Mission:

To ensure public safety by considering and granting parole, work furlough, home arrest, and absolute discharge to inmates certified eligible by the Department of Corrections and who appear not to pose a threat to society, and by recommending to the Governor only those executive clemency actions which are in the best interest and safety of the citizens of Arizona.

Description:

Each month the Board conducts parole hearings for inmates who have committed offenses prior to January 1994. Hearings include consideration for home arrest, work furlough, parole release, rescission, modification, revocation (of both parole and community service), and absolute discharge from both imprisonment and parole supervision. The Board also conducts clemency hearings which include commutation, pardon, and reprieve.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	903.1	985.3	956.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	903.1	985.3	956.7
FTE Positions	13.0	14.0	14.0

Strategic Issues:

Issue 1 Victim and Official Notifications of Board Hearings and Results

The Arizona Board of Executive Clemency is mandated to notify both victims and officials of any Board hearings that are scheduled and the results of those hearings. The work load in this critical area continues to grow, just as the number of felony commitments to our prison system grows. Although parole was abolished, effective January 1, 1994, all clemency applications have escalated drastically, necessitating the same victim issues be addressed. Due to the severe budget cuts experienced by the Board in our FY 2003 budget, the Board was forced to lay-off a number of employees, two of which performed the previously indicated duties. The only people who receive notification are those already in the system and those who request notification through the post conviction notification form. Unfavorable publicity and possible litigation could be the result of inadequate funding to staff this unit. The following statutes control the notification process for Victims and Officials: A.R.S. § 31-402 [C] [2] (Commutation); A.R.S. § 31-411[H] (Commutation, Absolute Discharge, and Parole); A.R.S. § 13-4414 [B] & [C] [Post Conviction Release]; A.R.S. § 1604.11 [E] (Work Furlough); and A.R.S. § 41-1604.13 (Home Arrest).

Issue 2 Agency's Hearings Issues

The FY2003 cuts to the Board's budget has had devastating effects to the total hearing process. First of all the reduction of three case analysts and a Hearing Officer has totally suspended the use of Structured Decision Making (SDM) as a tool in assisting the Board in their decision making process. SDM not only provided an indicator of risk but also provided the Board with guidelines when a release would be appropriate. The second critical area in which these staff positions were important to the hearing process was their expertise in producing a document to the Board that was extensively researched and often times highlighted areas that were of serious concern. These important documents were not only used in the release decision process but also in Executive clemency actions where recommendations are made to the Governor in pardons, commutations, and in reprieve actions where a death-row inmate is scheduled to be executed.

Issue 3 Legal Representation for Inmates

In the lawsuit of Gagnon V. Scarpelli, 411 U.S. 778 (1973), the United States Supreme Court held that the State is not constitutionally required to provide counsel for ALL indigents in revocation proceedings, but rather the decision as to the need for counsel must be made on a case-by-case basis, and a record must be made of the grounds for refusal. In order to effectively comply with this requirement, the State of Arizona should have a mechanism in place through which 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 recent meeting with the Governor's Office, the Arizona Department of Corrections, the Attorney General's Office, and the Arizona Board of Executive Clemency, it appears that this responsibility will fall upon the Board. Therefore, adequate funding needs to be provided to properly address this issue.

Goal 1 To ensure quality Board decisions by monitoring the use of Structured Decision Making (SDM) guidelines.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Reemployment of staff beginning July 2005 to enable use of Structured-decision-making	1	0	0	7
Number of hearings using SDM	0	0	0	0
Inmates granted parole outside of SDM guidelines	0	0	0	0
Inmates granted parole inside of SDM guidelines Note SDM is not being used due to a lack of staff	0	0	0	0
SDM Guidelines Not Applied due to budget cuts	599	600	650	650

Goal 2 To continually monitor Board and administrative workload information seeking the most efficient and effective methods of fulfilling the agency mission while reducing costs where possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of parole hearings scheduled	981	799	1,200	2,700
Parole hearings held	694	574	800	1,200
Percent of parole grants	35	25	37	37
Commutations	,006	917	1,000	800
Number of revocations	2,204	2,042	3,220	3,220
Percent revoked	86	76	90	90
Video hearings held	715	797	1,000	1,000
Explanation: Note Problems with the equipment occurred for 1.5 months resulting in telephonic rather than video hearings.				
Telephonic hearings held	1,162	1,199	1,700	1,700
Personal hearings held	381	270	1,800	1,800
In Absentia hearings held	1,379	591	900	900
Total board hearings held	4,009	4,546	5,000	6,500
Hearing officer probable cause hearings held	123	126	100	100
Probable Cause Hearings Requested	237	156	200	200

Goal 3 To ensure that victims, law enforcement agencies, judges, prosecutors, and other concerned individuals and entities are notified of the offenders hearing date with or without an official notification request. (NOTE: Per A.R.S. 13-4401 et. seq., notification is only required when requested.) Due to the reduction-in-force that occurred in June 2002, beginning in FY 2003 the Board's Victim Unit was eliminated. The agency struggles to meet the statutory requirements regarding victim and official notifications.

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of victims notified	2,372	3,133	2,400	3,900
Officials Notified	14,275	17,524	14,300	16,000
Courtesy Notifications	497	92	600	2,100
Inmates Notified	1,079	3,797	1,200	2,700
Total Notifications Sent	18,223	24,546	18,500	20,000
Restaff Victim Unit with 1 staff members	0	0	0	1

◆ **Goal 4** To access and manage electronic information now maintained on the Department of Correction's Adult Information Management System (AIMS) and increase the agency's technological abilities through the development and support of necessary programming to compensate for loss of staff resulting from reduction in force. Lack of staff puts the agency in danger of being unable to maintain its current IT system as well as its ability to keep current with ever changing technology that would help fulfill its mission.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of full-time equivalent positions. Only 14 FTEs are funded as of FY 2006.	13	13	14	22
Percentage complete of research, development, implementation, and maintenance of a Web-site for informational and notification purpose. Research % complete/Development % complete	90/20	100/95	100/95	100/95
Percentage complete of research, development, implementation, and maintenance of database for compilation of statistical report. Research % complete/Development % complete	n/a	0/0	0/0	0/0



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Agency Summary
EXPOSITION AND STATE FAIR BOARD

Gary Montgomery, Executive Director
Phone: (602) 252-6771
A.R.S. § 3-1001

Mission:

To provide unlimited opportunity to celebrate Arizona's heritage, youth, industry, traditions, and future by bringing the entire community together.

Description:

The Arizona Exposition and State Fair (AESF) is a 96 acre entertainment facility that showcases a variety of events including one of the pre-eminent state fairs in the country. The AESF, which owns the property and buildings that it occupies, rents its facilities to a variety of tenants and promoters, including the Arizona National Livestock Show and the Maricopa County Fair. The AESF provides a location to showcase industry, agriculture, education, and entertainment for the enjoyment of the citizens of Arizona.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ INTERIM EVENTS	4,351.9	6,971.9	6,880.5
➤ STATE FAIR	6,841.3	9,767.2	9,630.2
Agency Total	11,193.2	16,739.1	16,510.7

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,989.9	15,352.3	15,123.9
Other Non Appropriated Funds	1,203.3	1,386.8	1,386.8
Federal Funds	0.0	0.0	0.0
Program total	11,193.2	16,739.1	16,510.7
FTE Positions	186.0	186.0	186.0

Strategic Issues:

Issue 1 *The need to maximize current and create new revenue opportunities to fund the Arizona Exposition and State Fair (AESF), as AESF receives no monies from the General Fund.*

Given the growing amount of competition statewide, AESF is aggressively researching other fair, entertainment, and event industry trends to identify existing revenue potential and new revenue streams, and to determine methods for improving the quality of current service offerings.

Issue 2 *The inadequacy of the existing Fairgrounds to accommodate the demand for parking and interim event use.*

Issue 3 *The need to redesign the Fairgrounds to maximize the interim event use and revenue generation.*

CLA 1.0

Program Summary
INTERIM EVENTS

Wanell Costello, Special Projects Manager
Phone: (602) 252-6771
A.R.S. § 3-1001 to 3-1013, 5-113

Mission:

To maximize incremental income during the non-fair period by providing quality facilities and services.

Description:

The Arizona Exposition and State Fair provides rental opportunities during the non-fair period for events such as: Antique Markets, Gun Shows, Livestock Shows, Youth Activities, Sporting Events, and Community Activities.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,148.6	5,585.1	5,493.7
Other Non Appropriated Funds	1,203.3	1,386.8	1,386.8
Federal Funds	0.0	0.0	0.0
Program total	4,351.9	6,971.9	6,880.5
FTE Positions	74.5	74.5	74.5

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Non-fair rental days over previous year	20	48	5	5
New promoters requesting space	4	5	5	5
Repeat promoters annually	27	29	30	30

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Parking lot rentals	30	33	35	35
New strategic partners	6	3	3	3

CLA 2.0

Program Summary
STATE FAIR

Wanell Costello, Special Projects Manager
Phone: (602) 252-6771
A.R.S. § 3-1003 to 3-1013, 11-258

Mission:

To produce the pre-eminent state fair in the country, showcasing industry, business, entertainment, and agriculture.

Description:

AESF produces the annual Arizona State Fair which brings together a wide range of participants representing industry, business, and agriculture. The Fair showcases a variety of activities including: agriculture, 4-H, and educational and community exhibits. The Fair also features entertainment such as motorized events, rodeos, midway rides, attractions, community groups, and national entertainers.

(Thousands)

Funding and FTE

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,841.3	9,767.2	9,630.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	6,841.3	9,767.2	9,630.2
FTE Positions	111.5	111.5	111.5

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
New partners acquired	3	13	5	5
Exhibit space used by partners for business showcase (square feet)	3600	33,505	10,000	10,000

◆ **Goal 2** To maximize all fair revenue sources.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
New revenue streams identified	1	2	2	1
New revenue received from alternative sources (in dollars)	700,000	9,996	15,000	15,000

◆ **Goal 3** To increase midweek fair attendance.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Increase Wednesday attendance	-22,197	-1,595	30,000	10,000
Fair attendance (in thousands)	1,060.09	1,095.00	1,300.00	1,300.00

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of guest service contacts	360	550	600	500
Improvements implemented	1	3	3	3



BDA 0.0
Agency Summary
 STATE DEPARTMENT OF FINANCIAL INSTITUTIONS
 Richard C. Houseworth, Superintendent of Financial Institutions
 Phone: (602) 255-4421
 A.R.S. § 6-110 et al

understanding and the increased complexity of products available in the financial services marketplace.

In order to increase the public's understanding and satisfaction with financial products currently available, the Banking Department will partner with federal regulatory agencies such as the Federal Deposit Insurance Corporation (FDIC) to deliver financial education for Arizona consumers. If the Department obtains sufficient resources, it will institute a licensee and consumer outreach program to educate the public on financial services and how to comply with applicable laws.

Mission:

To regulate and supervise the financial institutions and enterprises of Arizona according to statutes in ways that promote integrity within the financial services industry and do not unreasonably impede economic growth or business activity, while providing outstanding consumer support for Arizona citizens.

Description:

The State Department of Financial Institutions is charged with the licensing, supervision, and regulation of state chartered financial institutions and enterprises. The supervisory role is twofold: 1) ensuring the safety and soundness of state chartered financial entities and 2) verifying compliance with applicable state and federal laws. The Department also investigates complaints that are filed by consumers against licensed entities where violations of state law or rules have been alleged and directs appropriate remedial action if the violations are substantiated. The Department serves approximately 3,850 entities licensed to conduct business in the State as well as all Arizona citizens receiving services from these regulated companies.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ OFFICE OF SUPERVISION	2,925.5	3,333.8	3,720.8
➤ OFFICE OF REGULATORY AFFAIRS	744.4	1,086.3	1,222.0
➤ RECEIVERSHIPS	104.4	40.4	40.4
Agency Total	3,774.3	4,460.5	4,983.2

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,856.8	3,264.4	3,787.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	917.5	1,196.1	1,196.1
Federal Funds	0.0	0.0	0.0
Program total	3,774.3	4,460.5	4,983.2
FTE Positions	55.1	60.1	68.1

Strategic Issues:

Issue 1 *FY 07 appropriation shortfall for meeting examination requirements required by statute due to 1) increased number of licensees; 2) expanded federal and state compliance measures; and 3) increased regulatory enforcement actions.*

The Department faces funding shortfalls for FY07 based on the resources required to perform the number of examinations and other regulatory activities required by Arizona statute. The shortfall has been exacerbated by recent federal and state requirements for compliance with anti-money laundering measures such as the Bank Secrecy Act, the Patriot Act, and conforming language included in Arizona statutes.

Both the increased number of entities under supervision and the increased scope of compliance issues related to money laundering have resulted in much higher number of enforcement actions being imposed by the Department. The Department does not have adequate administrative and managerial staff available to effectively manage the caseload through the administrative hearing process in a timely manner.

Issue 2 *The Banking Department has identified a gap between consumer*

BDA 1.0
Program Summary
 OFFICE OF SUPERVISION
 Bruce Tunell, Deputy Superintendent of Financial Institutions
 Phone: (602) 255-4421
 A.R.S. § 6-101 et. seq.

Mission:

To provide a regulatory program that fosters efficient, safe, sound, and lawful operations of state-regulated financial institutions and enterprises.

Description:

This area is primarily responsible for administering the general program of examination, supervision, and financial analysis of over 3,850 licensees spread among 17 different types of regulated entities. Responsibilities include scheduling examinations (pursuant to statutory requirements), reporting results of examinations, and taking appropriate formal or informal regulatory enforcement action where necessary.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,008.0	2,137.7	2,524.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	917.5	1,196.1	1,196.1
Federal Funds	0.0	0.0	0.0
Program total	2,925.5	3,333.8	3,720.8
FTE Positions	39.1	42.1	48.1

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of licensees scheduled to be examined annually that are examined	156.5	117	100	100
Percent of licensees scheduled to be examined biannually that are examined	76.7	58	50	50
Percent of licensees scheduled to be examined every third year that are examined	23.8	14	33	33
Percent of licensees scheduled to be examined every fifth year that are examined	23.8	19	25	25
Percent of licensees examined with no examination schedule requirement	15.9	10	10	10
Percent of examinations receiving a satisfactory composite rating	86.70	87.0	85	85

◆ **Goal 2** To respond in a timely manner and take appropriate remedial and/or enforcement action to resolve supervisory concerns and protect the public from illegal conduct by licensees.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Supervisory actions taken based on examination findings	104	109	130	150
Formal/informal supervisory actions taken	170	145	170	170

◆ **Goal 3** To improve relations with licensees through the examination process.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of examination reports mailed within 25 days of completion of all examination procedures	88.60	87.9	90	90
Percent of licensees indicating they receive good or better service from the Department	98.10	98.9	98	98

receipt to resolution of regular complaint				
Regular complaints filed	1,123	1153	1,250	1,300
Complaints received and forwarded	481	364	500	500
Complaints closed (reg and forwarded)	1,529	1484	1,600	1,700
Unlicensed activity identified	48	50	50	50
Percent of complainants indicating they receive good or better overall service from the Department	60.80	70.00	75.00	75.00

BDA 2.0
Program Summary
OFFICE OF REGULATORY AFFAIRS
 Bruce Tunell, Deputy Superintendent of Financial Institutions
 Phone: (602) 255-4421
 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 criteria provided in statute. In addition, the program receives and investigates complaints against licensees and issues administrative orders for those found to have violated statutes or administrative code. Regulatory Affairs is also charged with educating consumers, licensees, and other government agencies on statutory provisions relating to state-regulated financial entities. The program is divided among two units: Licensing and Consumer Affairs.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	744.4	1,086.3	1,222.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	744.4	1,086.3	1,222.0
FTE Positions	15.6	17.6	19.6

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Applications processed (home office and branch)	2,251	2,477	2,650	2,850
Licenses/renewals issued	3,487	3836	3,500	3,500

◆ **Goal 2** To expedite licensing of qualified applicants in accordance with licensing time frames approved by the Governor's Regulatory Review Council and Title 20 of the Arizona Administrative Code, while maintaining applicant satisfaction levels.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average days from receipt to approval of license applications (Excluding Banks and Credit Unions)	15.0	28.0	30	30
Percent of license applications approved within 45 days of receipt (excluding Banks and Credit Unions)	94.30	85.3	90.00	90.00
Percent of surveyed applicants who respond they received 'good' or better overall service	98.5	97.5	98	98

◆ **Goal 3** To receive and investigate consumer complaints/unlicensed activity and resolve disputes in a prompt and professional manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average number of calendar days from	39.40	21.4	30	30

BDA 3.0
Program Summary
RECEIVERSHIPS
 Bruce Tunell, Deputy Superintendent of Financial Institutions
 Phone: (602) 255-4421
 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 Banks has been named by the Court as Receiver.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	104.4	40.4	40.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	104.4	40.4	40.4
FTE Positions	0.4	0.4	0.4

◆ **Goal 1** To promptly marshal and liquidate the assets of assigned receiverships.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Open receiverships (at any point in fiscal year)	1	1	2	2
Receiverships closed in period	0	0	1	1

◆ **Goal 2** To expedite the closure of all assigned receiverships while maximizing the recovery dollars for injured parties.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Close 'American Bantrust' receivership in FY2006	1	0	1	n/a

◆ ◆ ◆ ◆ ◆ ◆

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 accepts complaints against licensees, investigates allegations, and administratively adjudicates complaints. The Board oversees approximately 1500 licensees practicing in the state and serves all Arizona citizens who receive funeral goods and services.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	264.6	313.7	304.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	264.6	313.7	304.9
FTE Positions	4.0	4.0	4.0

Strategic Issues:

Issue 1 Technology Funding

The Arizona State Board of Funeral Directors and Embalmers constantly strives to ensure optimum service to licensees and consumers alike. The most direct solution to this problems appears to be a reallocation of existing appropriations. This challenge will prevail throughout most budget cycles. The assistance of the Government Information Technology Agency has been a tremendous boost in this area and without their assistance the problem would have exacerbated the situation. It is anticipated that with the growth in the population of Arizona and increase in the agency's fund balance that this problem will resolve itself in the near future.

Issue 2 Common Licensing system

As of this date the Common Licensing system does not appear to be cost effective for this agency. The Agency renews licenses around the middle of June of each year and dedicates one FTE to complete this task. Renewals are completed within a three-week period. To add on costs for credit card processing and the system itself does not appear to be a cost effective nor efficient decision at this time. If in the future the numbers exceed the capacity to deliver in a reasonable and timely manner and decrease any program within the agency then this activity will be reevaluated.

◆ **Goal 1** To ensure that licenses are only granted and renewed to competent individuals with high standards of professional and ethical conduct.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Applications received	203	1597	1650	1700
Licenses issued	203	1597	1650	1700
Applications denied	0	1	2	2
Average days to process license	110	85	110	110
Number of investigations	14	9	18	18
Number of inspections	190	202	200	200
Number of complaints received	14	9	18	18

Average number of days to investigate	90	85	90	90
Average number of days to renew license	30	25	30	30

◆ **Goal 2** To ensure and enforce that information is made available to both the consumer and the licensee that educates them to the standards of practice relating to providing funeral goods and services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of complaints received	14	9	18	18
Number of inspections	190	202	200	200

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Complaints processed	14	9	18	18
Disciplinary actions taken	8	7	9	10
Number of complaints received	14	9	18	18
Average days to renew license	30	25	30	30
Average days to investigate complaint	90	85	90	90
Number of licenses	1,500	1461	1550	1650

◆ **Goal 4** Default Goal



GFA 0.0

Agency Summary
GAME AND FISH DEPARTMENT

Duane Shroufe, Director
Phone: (602) 789-3276
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 Department operates pursuant to A.R.S. Title 17 and A.R.S. Title 5. The laws relating to wildlife and watercraft operations are administered by the Arizona Game and Fish Department (AGFD) under the control of the Game and Fish Commission. The Department is responsible for managing Arizona's wildlife populations. The Department is involved in trying to ensure the diversity of wildlife that resides in Arizona is maintained. The Department has been working to reintroduce once extirpated species - the black-footed ferret, the California condor, the Mexican gray wolf, and Gila trout. Efforts at restoring threatened and endangered species have enabled a few species, such as the peregrine falcon, to be delisted (removed from the Federal Endangered Species List). The Department plays a leading role in helping to protect wildlife resources as well as promoting safe outdoor recreation opportunities. They accomplish part of this through efforts to educate off-highway vehicle operators about safe and responsible use of these vehicles and through law enforcement. The Department also is responsible for enforcing safe boating laws and registering watercraft.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ CENTRAL ADMINISTRATIVE SERVICES	2,173.9	2,447.4	2,314.5
➤ OFF-HIGHWAY VEHICLE / WATERCRAFT	3,495.4	4,468.5	4,285.2
➤ NONGAME AND ENDANGERED WILDLIFE	21,661.0	16,007.2	15,643.3
➤ GAME MANAGEMENT	23,795.1	27,462.1	26,852.8
➤ SPORTFISH MANAGEMENT	18,175.1	20,588.5	20,339.2
Agency Total	69,300.5	70,973.7	69,435.0

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	20,447.7	27,215.1	25,777.5
Other Non Appropriated Funds	48,852.8	43,758.6	43,657.5
Federal Funds	0.0	0.0	0.0
Program total	69,300.5	70,973.7	69,435.0
FTE Positions	610.3	618.5	618.5

Strategic Issues:

Issue 1 Long-term, stable, and dedicated funding.

The Department's continuing efforts to improve customer service, reduce turnover and 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, vehicles, etc. Funding shortfalls must be covered from other operating funds. Since the Department does not receive money from the State

Budget, the Department must investigate and pursue new sources of revenue to ensure that the Department can remain solvent into the future.

Issue 2 Funding for Species of Greatest Conservation Need

The Department lacks sufficient funding to develop and implement projects needed to recover 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 realistic potential, and other petitioners, litigants, and the U.S. Fish and Wildlife Service continually propose others for addition to the list.

Issue 3 Explore alternative methods for funding wildlife management.

Alternative methods of funding wildlife management efforts will need to be explored in detail. Through social survey data, our Department anticipates that any reduction in management or enforcement activities will cause a decline in public satisfaction with Department work efforts. It is therefore critical that we maintain and/or increase our funding alternatives.

Issue 4 Maintain and improve wildlife habitats

Growing demands on natural resources, drought, and wildfires have impacted wildlife habitats significantly in the past few years. This has elevated the importance of responsibly managing, maintaining, and improving the quality of wildlife habitat throughout the state. The Department must use limited resources efficiently to maintain and improve habitats for Arizona's wildlife through habitat improvements, sustainable land-use, water catchment development, wildlife translocations, land acquisitions, and other means. Cooperation with federal, state, tribal and local governments, conservation and recreational organizations, private landowners, and individual citizens will be crucial to progress.

Issue 5 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. Wildlife values often differ among user groups and or demographic units, and thus, the Department must be prepared to meet the needs of a changing society.

Issue 6 Employee retention and career development

Professional State employees are below market in terms of salary and benefits packages. We continue to lose valued employees to Federal and other State Governments, municipal governments, and private industry. There is a high cost associated with training and recruiting employees. The Department has, and will continue to focus efforts on employee morale, retention, and career development through additional training, mentoring, and participation in the Leadership Academy. We must explore alternative means of retaining employees to reduce turnover, and we must find ways to improve salaries.

Issue 7 Education on operating a watercraft while impaired.

The 2001 Arizona Boating Safety Report indicates that 28.5% of all fatal watercraft accidents are a direct result of alcohol use. Additionally, in nearly 7% of all reported watercraft accidents alcohol is a contributing factor. Many minor accidents are not reported to the Department. Drinking while boating has become largely unacceptable to the public.

Issue 8 Watercraft operators lack boating safety education.

The 2001 Arizona Boating Safety Report indicated that in 68% of reported watercraft accidents the operator had no boating education. That number may be conservative due to the increasing number of registered watercraft, and many accidents do not get reported. Boating education is important, as laws regulating watercraft operation are significantly different than laws regulating motor vehicle use.

Issue 9 Watercraft operators are unfamiliar with watercraft regulations.

Watercraft operators do not understand watercraft laws. The most common violation is for an operator not to have sufficient personal flotation devices (PFDs), and although not as common, many operators are cited for not having children in a PFD. All children under the age twelve and under are required to wear a PFD whenever a boat is underway. It is not uncommon in a watercraft accident for people to be ejected from the boat, and proper PFD use can help prevent injury or drowning. Other common watercraft violations involve use of personal

watercraft. Arizona regulations allow an individual as young as twelve years old to operate a watercraft without an adult on board. It is important that all watercraft operators be knowledgeable about watercraft laws.

Issue 10 *Funding is currently not adequate to manage off-highway vehicles and there are no statewide standardized off-highway vehicle regulations.*

Fifty-five hundredths of one percent of the total taxes on motor vehicle fuel is used to manage off-highway vehicles (OHVs) in Arizona. In 1998, there were 51,453 titled or registered all-terrain vehicles (ATVs) and all-terrain cycles (ATCs) in Arizona. As of 2004, there were 176,000 titled or registered ATVs or ATCs in Arizona, a 242% increase in just 6 years. Funding the Department received for information and education, and law enforcement efforts for OHVs increased 31% from \$618,000 to \$811,719 between 1998 to 2004. The funds available to manage OHVs in Arizona have not kept pace with the dramatic increase in OHVs and their associated impacts to Arizona's natural resources. Additional revenue is needed to properly manage OHVs through the enhancement of education and information programs, facility and trail development, signage, and additional law enforcement.

Issue 11 *OHV operators lack training in safe and responsible use of OHVs.*

While many OHV users are licensed to operate motor vehicles on public roadways, there is no minimum age to operate an OHV off road. Many new OHV operators are new to the sport, and do not have any training in safe and responsible OHV use. There is currently a limited amount of resources available to develop a state-wide training program for OHV riders. Additionally, OHVs are often used in areas congested by many users without set roadways or travel patterns. We are working with user groups, land management entities, and other law enforcement agencies to address these issues.

GFA 1.0	Program Summary
	CENTRAL ADMINISTRATIVE SERVICES
Steve Ferrell, Deputy Director	
Phone: (602) 789-3276	
A.R.S. Title 17, A.R.S. Title 5	

Mission:

To effectively manage the Department, and ensure accountability for all Department activities.

Description:

Under the provisions of A.R.S. § 17-211, the Arizona Game and Fish Director is responsible for the supervision and control of all activities, functions, and employees of the Department and shall enforce all provisions of this title including all Commission rules and orders.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,001.9	2,240.1	2,107.2
Other Non Appropriated Funds	172.0	207.3	207.3
Federal Funds	0.0	0.0	0.0
Program total	2,173.9	2,447.4	2,314.5
FTE Positions	24.5	24.5	24.5

◆ **Goal 1** To 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of employees that feel AGFD is an agency that values employees for the work they do.	n/a	63	65	68
Percent of employees that feel that the job they do is important.	n/a	92	93	93
Percent of employees that feel promotional opportunities are good or excellent.	n/a	35	37	40

Overall job satisfaction.	n/a	74	75	75
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◆ **Goal 2** To maintain the Department's authority to direct its financial interactions through sound fiscal management.

GFA 2.0	Program Summary
	OFF-HIGHWAY VEHICLE / WATERCRAFT
Steve Ferrell, Deputy Director	
Phone: (602) 789-3276	
A.R.S. Title 17, 28, and 5	

Mission:

To protect wildlife resources and public safety by promoting responsible use of watercraft and recreational vehicles, through information, education, regulation, and enforcement.

Description:

The Off-Highway segment of this program is responsible for developing an informational and educational program on Off-Highway vehicle recreation and administering off-road vehicle law enforcement pursuant to Title, 17, Chapter 4, Article 3. The Watercraft segment of this Program makes the rules required to carry out all provisions of A.R.S. Title 5, Chapter 3. It regulates the registration and operation of watercraft; provides law enforcement, boating-safety education, boating access, and has jurisdiction for a uniform waterway-marking system; and maintains aids-to navigation, and hazard and regulatory markers on the waters of Arizona.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,970.3	2,248.3	2,183.2
Other Non Appropriated Funds	1,525.1	2,220.2	2,102.0
Federal Funds	0.0	0.0	0.0
Program total	3,495.4	4,468.5	4,285.2
FTE Positions	37.0	37.0	37.0

◆ **Goal 1** To provide law enforcement needed to ensure the boating public is provided a safe/enjoyable experience.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Arizona Game and Fish Department watercraft enforcement hours	15,222	17,345	17,500	17,500
Number of observed watercraft violations	1,789	1,375	1,500	1,500
Number of watercraft accidents reported (<\$500.00 damage do not have to be reported)	289	250	250	250
Percentage of the public surveyed rating watercraft safety good or excellent, of those expressing an opinion.	66	79	80	80
Number of Special Operations carried-out.	n/a	10	10	10

◆ **Goal 2** To provide excellent customer service to all individuals registering a watercraft in Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of watercraft registered in Arizona	151,354	153,700	153,000	153,000
Watercraft registration renewal processing time by mail (in days)	7.0	5.0	5.0	5.0
Number of watercraft registrations processed from internet.	n/a	16,295	16,400	16,400

◆ **Goal 3** To provide boaters with safety-training education and information materials to maximize boater safety and enjoyment on the State's waterways.

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of watercraft user contacts made by field officers	14,208	13,530	14,000	14,000
Number of students completing Arizona Game and Fish Department sponsored watercraft safety classes	1,670	2,647	2,650	2,650
Number of people exposed to watercraft safety messages.	n/a	652,795	650,000	650,000

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of off-highway user contacts by Arizona Game and Fish Department field officers	10,087	9,810	12,000	12,000
Number of OHV enforcement hours	10,878	12,144	12,300	12,300
Number of off-highway vehicle violations observed	566	515	600	600

GFA 3.0	Program Summary
	NONGAME AND ENDANGERED WILDLIFE
Steve Ferrell, Deputy Director	
Phone: (602) 789-3276	
A.R.S Title 17	

Mission:

To enhance nongame and endangered wildlife and fish (nongame wildlife) populations and their habitats to restore the natural diversity of Arizona, to increase public awareness of nongame wildlife, and 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, enforcing regulations to conserve populations, distributing information about nongame and endangered wildlife species, and providing input on land management actions that potentially impact wildlife habitats.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,228.8	1,084.2	1,077.5
Other Non Appropriated Funds	20,432.2	14,923.0	14,565.8
Federal Funds	0.0	0.0	0.0
Program total	21,661.0	16,007.2	15,643.3
FTE Positions	160.2	162.7	162.7

◆ **Goal 1** To maintain and restore the natural diversity of Arizona's nongame/endangered wildlife.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of public rating nongame management as good or excellent, of those expressing an opinion	77	n/a	75	75

GFA 4.0

Program Summary
GAME MANAGEMENT

Steve Ferrell, Deputy Director
Phone: (602) 789-3276
A.R.S. Title 17

Mission:

To manage game wildlife populations and their habitats to maintain the natural diversity of Arizona, and to provide game wildlife-oriented recreation opportunities for present and future generations.

Description:

Arizona is host to many species of wildlife. Those mammals and birds which are actively hunted are considered game animals. Hunting is a management tool for the Department and a recreational past-time for those who participate. Management of game includes inventory of game populations and regulation of harvest to provide sustained recreational opportunities. Management also includes assessing habitat conditions, evaluating formerly occupied habitat for potential re-introduction of species, enforcing regulations and providing input on land management actions that potentially impact game habitats.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,363.7	13,431.4	12,671.8
Other Non Appropriated Funds	14,431.4	14,030.7	14,181.0
Federal Funds	0.0	0.0	0.0
Program total	23,795.1	27,462.1	26,852.8
FTE Positions	207.9	210.6	210.6

◆ **Goal 1** To maintain the natural diversity of game populations in Arizona, while providing sustainable recreational opportunities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Hunter recreation days (millions)	1.15	1.2	1.2	1.2
Number of hunting licenses sold.	n/a	180,845	181,000	181,000
Percent rating Game Management as "good" or "excellent" of those expressing an opinion.	n/a	62	65	68
Number of habitat improvements by AGFD.	n/a	78	80	80
Number of big game tag permits issued.	n/a	140,271	140,000	140,000

GFA 5.0

Program Summary
SPORTFISH MANAGEMENT

Steve Ferrell, Deputy Director
Phone: (602) 789-3276
A.R.S. Title 17

Mission:

To protect, maintain or enhance the distribution, abundance, availability and diversity of cold and warm water sportfishes and their habitats; and to disseminate information about Arizona's sportfish and recreational opportunities for present and future generations.

Description:

Arizona has many species of fish. Most fish pursued by anglers are not native to Arizona. These fish were and still are imported from other places to meet Arizona's angling demands. Management of sportfish is accomplished through population inventories, regulation of harvest, propagation and distribution to maintain diversity and enhance angling opportunities. Additionally, the Department enforces fishing regulations and enhances fish habitat through the placement of artificial structures.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,883.0	8,211.1	7,737.8
Other Non Appropriated Funds	12,292.1	12,377.4	12,601.4
Federal Funds	0.0	0.0	0.0
Program total	18,175.1	20,588.5	20,339.2
FTE Positions	180.7	183.7	183.7

◆ **Goal 1** To increase public awareness of Arizona's sportfishing resources.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of anglers satisfied with angling information products and services.	81	n/a	87	87

Explanation: Based on weekly fishing report in 2004.

◆ **Goal 2** To provide recreational opportunities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Angler Recreation Days (millions)	6.0	5.1	6.1	6.1
Percent of anglers satisfied with their angling experiences.	77	79	75	75
Number of urban lake fishing angler days.	525,000	535,000	538,000	540,000
Number of urban fishing licenses sold	27,700	29,855	30,000	30,200
Number of fishing licenses sold.	n/a	165,146	166,000	166,000

Explanation: Based on license sales ratio from last completed survey in 2001.

Explanation: Includes Resident and Non-Resident sales.

Explanation: Resident and Non-resident Class A and Class I.



GMA 0.0

Agency Summary
DEPARTMENT OF GAMING

Paul A. Bullis, Director
Phone: (602) 604-1801
A.R.S. § 5-601

Mission:

To protect the public, ensure compliance with the gaming compacts, and regulate the gaming industry.

Description:

The Department of Gaming is responsible for carrying out the state's responsibilities under the Tribal-State gaming compacts. The Department monitors compliance by the Tribal gaming operations with all compact requirements, including those governing the nature, extent, and conduct of gaming activities; public health, safety, and welfare; and other operational requirements. It also conducts background investigations of all prospective gaming employees, management contractors, providers of gaming services, and manufacturers and distributors of gaming devices in order to ensure that unsuitable individuals or companies are not involved in Arizona's gaming industry.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ENFORCEMENT	8,559.2	9,812.8	9,812.8
➤ CERTIFICATION	1,577.4	1,896.0	1,810.5
Agency Total	10,136.6	11,708.8	11,623.3

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,136.6	11,708.8	11,623.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	10,136.6	11,708.8	11,623.3
FTE Positions	105.0	115.0	118.0

Strategic Issues:

Issue 1 *The unique regulatory relationships between the tribal, state, and federal governments*

The Legislature established the Arizona Department of Gaming in 1995 to monitor Indian gaming operations on behalf of the State of Arizona. Formal agreements required by federal law known as tribal-state gaming compacts were negotiated between the State and tribes seeking to conduct gaming activities. The Tribal-State compacts provide a regulatory framework whereby the State and tribes share responsibility for regulating Class III gaming operations. These compacts are unique due to the State's co-regulatory role set forth in the compacts.

Issue 2 *The rapid changes in technology in the industry*

Developments in gaming technology are transforming the gaming industry and consequently the way we regulate gaming. In the last two years, it has been clear that the rate of change in the public gaming industry has increased substantially. The cycle time between major and minor software upgrades for gaming device technology has increased from a 12 – 24 month cycle to less than six months in many cases. Another aspect of this change is the increased complexity of the technology itself resulting from the sophisticated algorithms coupled with digital microprocessor technology. The day-to-day regulation of this industry will be more efficient and effective by the development and administration of an enterprise database system to track, compile, organize, sort, and report regulatory information.

Issue 3 *The ability to employ and retain qualified personnel*

The Arizona Department of Gaming is a regulatory agency positioned in a rapidly changing technology-based industry. As in the case with other dynamic organizations, the need to attract the right people at the right time is both perpetual and costly. The challenge to the Department is to have effective recruitment activities that contribute directly to organizational productivity, quality of work life, and legal compliance. At the same time, the Department wants to ensure that its current staff have or are given the opportunity to develop the skills necessary to meet the job demands in this ever changing industry. Also, the Department also wants to ensure that its employees will not only effectively and efficiently perform their work but that they will stay with the Department for the long term. Thus, the agency strives to attain a match between employee's skill sets and needs to the rewards that the job qualities and organizational opportunities provide.

GMA 1.0

Program Summary
ENFORCEMENT

Penny Taylor Moore, Deputy Director
Phone: (602) 604-1801
A.R.S. § 5-601

Mission:

To monitor compliance with the provisions of the Tribal-State gaming compacts and to support and provide programs for the prevention and treatment of, and education concerning problem gambling..

Description:

The Department of Gaming monitors Tribal compliance with the compact provisions, including those governing the nature, extent and conduct of gaming activities. This is accomplished through inspections of the gaming facilities and records, surveillance, monitoring of card games, testing of gaming devices during both scheduled and random inspections, and testing internal controls. The Department of Gaming's enforcement functions are funded by tribal contributions established in Proposition 202, codified in A.R.S. 5-601.02, and the Tribal-State Compacts. The Department's Office of Problem Gambling contracts with a helpline provider and with treatment providers to provide services concerning problem gambling.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,559.2	9,812.8	9,812.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	8,559.2	9,812.8	9,812.8
FTE Positions	82.0	89.0	92.0

◆ **Goal 1** To assure compliance with compact provisions and internal control requirements

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total number of compact compliance reviews accomplished	2	15	15	15
Percentage of facilities reviewed for compact compliance reviews	27	100	100	100

◆ **Goal 2** To maintain communication with tribal officials

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Visit each gaming facility twice a month	4	4	4	4
Explanation: Although the performance measure is to visit each gaming facility twice a month, the number of visits is on average four per month.				

◆ **Goal 3** To monitor and enforce technical standards for gaming devices

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total number of machines certified	7,003	6,302	7,400	7,400
Explanation: In addition to certifying new and modified gaming devices, the department				

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performs random inspections of the gaming devices to determine compliance with the compacts. In FY 2004, the department conducted random inspections on 5,577 gaming devices. In FY 2005, the department conducted random inspections on 6,338 gaming devices.	Total number of new or initial applications received	72	118	80	83
Percent of all gaming devices certified	100	100	100	100	
◆ Goal 4 To provide treatment and education regarding problem gambling Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	
	Average number of problem gambling calls received per month on the help line	52	64	63	65
	Explanation: The Department's Office of Problem Gambling began providing services in September, 2003.				
	Number of individuals receiving treatment services	447	553	500	525
	Explanation: The actual figure for FY 2004 is from September 2, 2003, the inception of the Office of Problem Gambling to the end of the fiscal year.				
	Total number of denials	4	0	5	5
Total number of renewals issued	210	166	211	214	
Total number of denials	4	0	5	5	
Percent of temporary certifications issued within 20 days	70	82	70	70	
Level of satisfaction by applicants regarding process (percent)	95	95	95	95	



GMA 2.0	Program Summary
	CERTIFICATION
	Penny Taylor Moore, Deputy Director
	Phone: (602) 604-1801
	A.R.S. § 5-601

Mission:

To investigate and evaluate the suitability of applicants for state certification within time frames set by Tribal-State compacts.

Description:

The Department of Gaming receives applications of persons seeking state certification or a tribal gaming license. Within 20 days of receiving a completed application for state certification of a non-tribal member, the Department issues temporary certification, unless there is evidence of criminal history sufficient to disqualify the applicant. Following the completion of a background investigation, if the applicant is found suitable, permanent state certification is granted. At the conclusion of the background investigation of a tribal member, a recommendation is made to the Tribe as to whether the person should receive a tribal license. The Department also conducts background investigations and audits to certify corporations or other entities who provide gaming services to tribal gaming facilities in an amount that exceeds \$10,000 per month. This program is funded through certification fees and investigative costs established in Section 5(l) of the Tribal-State compacts.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,577.4	1,896.0	1,810.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,577.4	1,896.0	1,810.5
FTE Positions	23.0	26.0	26.0

◆ Goal 1 To Ensure the Suitability of Individual Applicants Employed by the Casino Facilities

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total number of individual applications received	10,630	9,893	11,000	11,000
Total number of days elapsed from receipt of completed application to the issuance of temporary certification	16	16	16	16
Percentage of applicants granted certification or renewal	98	98	98	98
Percentage of applicants who had their certification revoked or suspended	1	1	1	1

◆ Goal 2 To Ensure the Suitability of Business Applications

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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GSA 0.0

Agency Summary
GEOLOGICAL SURVEY

Rose Ellen McDonnell, Assistant Director
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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	796.6	815.7	796.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	331.1	243.5	243.5
Federal Funds	267.9	197.2	201.5
Program total	1,395.6	1,256.4	1,241.7
FTE Positions	20.0	20.0	20.0

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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
New maps/reports released by AZGS staff	24	14	14	14
Number of maps of bedrock and related geologic materials in Arizona	9	10	7	7
Explanation: *FY 2004 number also includes 2 reports that characterize rock units. Other years each include one report.				
Number of reports that describe geologic hazards and resources in Arizona	5	4	4	4
Explanation: *If funding is restored for the Research Geologist position, two additional reports will be done in FY 2006 and 07.				
Number of reports released to inform citizens not trained in geology (Down-to-Earth Series)	3	0	1	1
Number of reports published by other groups	7	3	2	2
Number of talks given or fieldtrips led	30	43	30	30

◆ **Goal 2** To inform those not trained in geology about geologic processes and resources in Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of reports released to inform citizens not trained in geology (Down-to-Earth Series)	3	0	1	1

◆ **Goal 3** To sell geologic maps and reports efficiently with high customer satisfaction.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent increase (decrease) in number of publications sold	8.90	(.07)	3.40	2.00
Total number of geologic maps and reports and topographic maps sold	9,076	9,048	9,355	9,542
Technical maps and reports sold	6,560	5,244	5300	5442
Percent increase (decrease) in sales of technical maps and reports	0.50	(20.05)	1.08	2.67
Number of non-technical reports sold	2,516	3,804	4055	4100
Percent increase (decrease) in sales of non-technical reports	39	51.20	6.60	1.10
Explanation: FY 2004 increase was due to the release of three popular new reports and the improved economy.				
Quality of products sold, 1-5 (highest) scale	4.80	4.58	4.80	4.80
Percent of mail orders filled the same day received	97	95	96	96

Explanation: This performance measure is no longer being used.

Satisfaction with mail order service provided, 1-5 (highest) scale	4.90	4.91	4.90	4.90
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◆ **Goal 4** To effectively assist the Arizona Oil and Gas Conservation Commission.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of permits issued to drill a well	6	9	5	5
Explanation: The high price of crude oil usually causes an increase in drilling.				
Average days to issue a permit	3	5	4	4

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Compliance and safety inspections made	30	35	33	33
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
 Chris Cummiskey, Director and State CIO
 Phone: (602) 364-4770
 A.R.S. § 41-3501

Mission:

To help the State of Arizona navigate the complex arena of information technology by developing innovative and cost effective technology-based solutions to improve government efficiency and responsiveness.

Description:

The Government Information Technology Agency (GITA) has authority for statewide information technology (IT) planning, oversight, coordination and consulting. The GITA Director serves as the Chief Information Officer for the State of Arizona. GITA has responsibility to administer the state's Executive branch IT resources, including the establishment and maintenance of statewide IT standards; serving as statewide IT coordinator; evaluating and approving or disapproving agency IT plans; monitoring and either approving or disapproving IT projects with development costs over \$25,000; potential suspension of expenditures of any IT project at risk of failing to achieve its intended results or complying with state standards. In addition, GITA provides IT consulting services to agencies and staff support for the Information Technology Authorization Committee (ITAC). ITAC is an executive, legislative, judicial and private sector committee that has planning and oversight responsibility for information technology projects over \$1 million in all three branches of state government.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,214.1	2,609.9	2,539.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,214.1	2,609.9	2,539.2
FTE Positions	21.0	21.0	21.0

Strategic Issues:

Issue 1 E-Government--Saving money by letting customers serve themselves.

E-government not only increases accessibility to government by citizens and businesses but also enables government to run more efficiently and effectively through use of the Internet as a communications vehicle. The state's goal is to provide accessible, reliable and cost-effective government services to Arizona's citizens electronically. GITA is leading this effort through five means; namely, 1) providing a Web Portal for state agencies with an available search engine; 2) architecting a framework to support both enterprise and distributed e-services delivery; 3) developing and monitoring statewide standards and a state agency style guide for web-related initiatives; 4) offering training and classes in web development by an experienced webmaster; and 5) consolidating common online services such as licensing or payment processing onto a common website. Ultimately, the State will provide citizens and businesses with "one face" to Arizona government. The centerpiece of this initiative is the Arizona @ Your Service Web Portal. GITA is working closely with agencies to review their business functions and determine the feasibility of migrating selected functions to the Internet. The objective is to promote efficiency through the practical use of technology in support of the Governor's directives to reduce costs and improve service delivery to the public.

Issue 2 Technology Building Code--Advancing a common information technology architecture for State government.

GITA is providing a statewide " information technology building code," referred to as an enterprise architecture, to ensure that agencies will eventually use common computing and network infrastructures and/or building blocks to leverage economies of scale. Furthermore, GITA is advocating interoperability between agencies through the use of common data formats and software to increase the

accuracy, efficiency and overall information security throughout the state. Through the use of target information technology, common elements will facilitate change in an orderly, efficient manner by providing a "enterprise architecture" for the future. The statewide policies and standards promote this common architecture in the domains of data/information, software, platforms and networks. An online self-assessment of adherence to the enterprise architecture standards is conducted by the major agencies to measure their evolution to these future goals. Efficient government demands that state agencies cease operating as distinct silo organizations and begin interoperating with one another.

Issue 3 Project Planning and Oversight--Improving project planning methodologies and reducing agencies' risks by monitoring large-scale projects.

GITA provides oversight and monitoring of large-scale, high risk IT projects at state agencies by using industry best practices and statewide standards to improve the probability of successful implementation. At initiation, all IT projects over \$25,000 are reviewed by GITA through a Project Investment Justification form. Subsequently, periodic monitoring of each IT project is performed to identify outstanding issues and recommend timely improvements and/or corrections. Focal points of the reviews include project scope, management, roles, responsibilities, change control, cost containment and utilization of resources. These reviews help ensure the projects are being managed in an appropriate manner and that sound business practices are being followed from both IT and financial perspectives. GITA encourages agencies with large IT projects to hire independent third parties for monitoring of key measures of quality assurance followed by timely reporting to GITA (and the Information Technology Authorization Committee, if the project is valued over \$1Million).

Issue 4 Homeland Security--Using technology proactively to protect Arizona's citizens and secure the State's IT assets and data.

Arizona is improving homeland security efforts through three channels: 1) introduction of statewide information technology security and privacy standards, 2) upgrading telecommunications interoperability, and 3) improving planning for business continuity and disaster recovery in response to emergency situations. Statewide IT security standards have been developed by GITA and each agency assesses itself annually online to measure their compliance. An aggregated summary of IT security compliance is generated by GITA for review by the State CIO and Governor to determine potential vulnerabilities and prioritize funding of gap closures. Both Business Continuity and IT Disaster Recovery Plans are mandatory building blocks for Homeland Security. State agencies submit annual Business continuity Plans and IT Disaster Recovery Plans, which are reviewed and gaps are identified. Efficient communications is extremely critical for first responders, state government and its citizens during times of crisis. GITA is consulting with DPS on communications interoperability between local and state agencies through infrastructure enhancement and tactical border radio communications gap closures. In collaboration with AHCCCS, GITA has coordinated the development of an online health and social services 2-1-1 website which also handles emergency information and notification. In summary, Arizona state government recognizes that an efficient and interoperable information technology infrastructure is critical for sustaining viable continuity of government capabilities and will improve collaborative Homeland Security efforts for first responders, emergency management, safety, welfare and transportation functions.

◆ Goal 1 To continue state infrastructure improvement through development of policies and standards to provide a foundation and strategic focus for IT

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of total standards and policies reviewed or created by June 30,2005	96	100	100	100
Percent of approved PJs with architectural elements in alignment with standards	78	78	85	90

◆ Goal 2 To promulgate e-government to deliver services to the citizens of Arizona and improve the efficiency of government.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of transactions accessible through the web portal	53	61	65	75

◆ Goal 3 To provide planning, oversight, and monitoring of IT projects across the state.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average number of calendar days to review information technology projects	9	8	12	12
Administration as a percent of total costs	15.4	15.4	15.4	15.4
Percentage of agency IT projects completed on-time	89	88	75	75
Percentage of agency IT projects delivered within budget	100	83	90	90

◆ **Goal 4** To manage and advance a variety of statewide initiatives, at the Governor's request, through innovative approaches and deployment of strategic initiatives from private sector to state government.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of completed or in-process requests	100	100	100	100



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Agency Summary
OFFICE OF THE GOVERNOR

Janet Napolitano, 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,041.5	6,288.6	6,288.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	6,041.5	6,288.6	6,288.6
FTE Positions	0.0	0.0	0.0

Strategic Issues:

Issue 1 Education

Early experiences form the foundation for learning. The Executive is initiating an Early Childhood Education plan. Included in this initiative is enhanced child care, health screening, and incremental implementation of full day kindergarten to be phased in over the next five years. Once our children enter the first grade, we must nurture their ability to read - and that means adopting a system-wide focus on reading literacy. The priority on education also includes supporting Arizona's teachers and students to receive the resources they need to succeed and adequately address enrollment growth and inflation ensuring that K-12 education is fully funded. Arizona will invest in education for our children - our human capital. If any of the reforms are to work, they will work because of the teachers. Therefore, the Executive proposes supporting the teachers who provide education to our youngest children, by offering scholarships so these teachers can improve their education. Support of education goes beyond K-12, and funding enrollment growth at the community colleges and universities will help with some of the current strains in our higher education institutions. Funding for faculty retention, and to address the shortage of nurses in Arizona is part of higher education support. A top-notch university system allows each person and business in Arizona to be a world class competitor.

Issue 2 Economic development

Arizona must support economic development drivers, so they can continue to carry out the business of expanding economic opportunities and reduce the state's dependence on borrowing. Combining the human, physical and financial resources of Arizona to drive economic development is the job of the Department of Commerce. Arizona will market to California companies seeking to relocate to a more business-friendly state. Support will also be provided to Arizona's rural communities to find resources that will allow them to upgrade their physical and human infrastructures. Trade with Mexico represents another tremendous opportunity to expand Arizona's economy and the Executive will continue to work hard with the Mexican President and Sonora Governor to further develop the Canamex Corridor and Cyberport capabilities. Another economic giant is the network of military bases and facilities in Arizona who provide 83,000 jobs and an economic impact of \$5.6 billion annually. The largest initiative recommended by

the Governor's Task Force for Military Facilities is to establish the Military Installation Fund, which will support efforts to protect the encroachment of these bases and from future waves of base closings. The Governor's Council of Innovation and Technology recommended and will implement strategies to increase job creation in Arizona's technological sectors. More than 20 states have made similar investments, and Arizona must do the same to compete for the future.

Issue 3 Health and welfare

Arizona needs to invest in our youngest and oldest citizens to provide health and human services to those Arizonans who need it most, build a family-friendly environment that prevents abuse and neglect, along with other human infrastructure investments. No child is ready to succeed in life if he or she is not healthy, and low-income children are often the most susceptible to preventable illness. The School Readiness Board will develop a plan to ensure that all children are screened for health problems prior to entering preschool and kindergarten, so that hearing, vision and developmental issues can be identified early on. Arizona also needs to increase the number of children getting basic immunization. Additionally, starting on January 12, 2004, all Arizona seniors who are Medicare-eligible will receive a CoppeRx Card™ for prescription drug discounts. In contrast to the federal discount prescription drug card, the Arizona card is free, easy to understand, and carries more substantial discounts.

Issue 4 Public safety

On the home front, 2003 was a year in which Arizona turned considerable attention to homeland security. A homeland security plan was completed in the summer of 2003, and part of that plan was brought to life in November, when Arizona conducted a first-in-the-nation border security exercise with our counterparts in Mexico. A statewide mutual aid agreement amongst Arizona's fire departments also helped during fire season and will be vital to respond to any possible terrorist attack. A statewide 211 communication system will continue to be worked on to form a web of readiness and provide citizen information. Also an adequate law enforcement presence is highlighted in the Executive budget to ensure the safety of motorists on the highways continues to be maintained as more roads are built in Arizona to meet the needs of our expanding population. Arizona forests are suffering from the wilderness equivalent of the perfect storm: unrelenting drought, forest overgrowth stemming from years of policy decisions, and a major infestation of bark beetles. The result: unprecedented fire danger, putting people and property at risk. While most of Arizona's forest lands are federally controlled, everything that can be done should be done to protect people and property from wildland fire. This requires a financial and resource investment in Arizona's future. A plan was implemented to ensure that the most drought-prone communities have a supply of potable water, and in 2004 a long-term drought management plan will be released for the growing State of Arizona.

Issue 5 State employees

Any investment in human capital is not complete without investing in the people who deliver the services - the employees of the State of Arizona. The sacrifice that state employees have made over the past years has been enormous. Turnover and vacancies are high, as even the most dedicated staff members find better opportunities elsewhere.

- ◆ **Goal 1** To provide leadership in working with the Legislature to adopt meaningful legislation that addresses the needs of the State of Arizona and its citizens.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Legislation signed by the Governor.	343	337	315	315

- ◆ **Goal 2** To improve the public's confidence in state government by appointing qualified leaders to key positions, as required by law, and ensuring that they efficiently and effectively execute their responsibilities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Appointments made within judiciary, executive branch, and boards and commissions.	818	953	1048	1048

- ◆ **Goal 3** To respond to requests for information and assistance from citizens and other jurisdictions in a timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Percent of citizen requests responded to within 30 days.

86.02

92.48

94.00

94.00



HCA 0.0

Agency Summary
AHCCCS

Anthony Rodgers, Director
Phone: (602) 417-4111
A.R.S. § 36-2901 et seq.

Mission:

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

Description:

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

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

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

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ADMINISTRATION	121,152.3	129,092.8	151,307.1
➤ LONG-TERM CARE (ALTC)	1,443,328.9	1,637,416.3	1,839,713.4
➤ ACUTE CARE	2,857,660.6	3,082,347.6	3,529,956.9
➤ PROPOSITION 204 - SENATOR ANDREW NICHOLS COMPREHENSIVE HEALTH INSURANCE COVERAGE ACT	1,388,428.4	1,546,669.1	1,746,244.5
➤ HEALTHCARE GROUP	35,577.1	66,111.2	124,010.4
➤ CHILDREN'S HEALTH INSURANCE (CHIP)	116,276.2	130,952.5	107,254.2
➤ PREMIUM SHARING	0.0	0.0	0.0
➤ MEDICAID IN THE PUBLIC SCHOOLS (MIPS)	72,346.8	80,823.6	81,839.3
Agency Total	6,034,770.3	6,673,413.1	7,580,325.8

**Funding and FTE
Summary:**

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	876,604.1	1,035,091.0	1,257,500.6
Other Appropriated Funds	221,621.2	215,828.2	199,796.5
Other Non Appropriated Funds	946,358.6	1,018,054.1	1,200,281.5
Federal Funds	3,990,186.4	4,404,439.8	4,922,747.2
Program total	6,034,770.3	6,673,413.1	7,580,325.8
FTE Positions	3,087.8	3,096.8	3,462.2

Strategic Issues:

Issue 1 Control Medical Cost Inflation.

As in other states, AHCCCS accounts for a major portion of the State's budget. Health care costs continue to rise as a result of inflation in the cost of services, increased utilization, and growth in enrollment. AHCCCS' goal is to achieve an average annual medical cost inflation of no more than 4-6% for the next three years and to continue cost control efforts. To attain this goal, AHCCCS plans to:

- Develop new rate structures for more equitable, manageable payments to providers
- Implement feasible options to control and reduce pharmacy expenditures
- Investigate cost-effective purchasing options for key Medicaid services (i.e. transportation)
- Maximize federal and other non-state funding sources
- Establish and monitor health plan quality and cost benchmarks to ensure efficient, cost-effective health plan operations

Issue 2 Improve health care quality and access to primary care services and community-based health care options to reduce overall cost of health care and promote wellness.

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

- Identify evidence-based quality of care outcome measures and develop incentives for health plans and providers to achieve these standards.
- Promote best practices and identify and utilize centers of excellence that demonstrate improved quality and overall cost effectiveness
- Develop disease management programs for the most costly chronic conditions
- Develop incentives for health plans and providers to meet prevention goals
- Optimize the use of home and community-based placements for long term care recipients
- Revise the medical care model from a focus on the gatekeeper to a focus on the patient care planner

Another AHCCCS goal is to improve access to primary care and community-based non-acute services. To attain this goal, AHCCCS plans to:

- Assist members in learning how to navigate managed care and access to primary care services
- Develop and enhance primary care capacity and community-based alternative non-acute medical services to reduce inappropriate utilization of emergency rooms
- Build rural capacity through expansion of telemedicine network and Federally Qualified Health Centers
- Ensure that health plans have adequate primary care and community-based specialty networks to serve enrolled populations

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

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

- Expand on health care benefit options through Healthcare Group (HCG) and market to employers who currently don't provide employee coverage
- Leverage federal tax incentives to assist employers in offering employer-sponsored health insurance to their employees
- Maximize enrollment of eligible children in premium-based and federal waiver programs

Issue 4 *Reduce fragmentation of health care programs to increase program effectiveness and reduce costs.*

A key variable in the success of AHCCCS' strategic plan is the ability to form collaborative partnerships with key stakeholders. It is expected that these collaborations will yield improved results and cost savings. AHCCCS' goal is to reduce program fragmentation by more effective collaboration and improved integration of programs. To attain this goal, AHCCCS plans to:

- Maximize economies of scale through collaborative efforts
 - Consolidate services with other state agencies when in the best interests of constituents, the state and, where cost effectiveness can be demonstrated
 - Ensure that vulnerable populations are identified and care is coordinated, e.g. care coordination through Child Protective Services
 - Implement a partnership with DHS, local public health, and physicians to educated the public on public health issues, e.g. tobacco use, obesity, substance abuse
 - Collaborate with Federally Qualified Health Centers and other stakeholders to build capacity of health services in areas of need
- Collaborate on opportunities to monitor and standardize reporting on the health status of AHCCCS members
- Collaborate with DHS and other stakeholders on border health care and disease prevention campaigns
 - Integrate medical management programs with DHS programs for diabetes and asthma to extend resources and program impact
 - Collaborate with DHS for bioterrorism response coordination
 - Promote Healthcare Group efforts among community leaders and business owners to address the need for affordable insurance products
 - Support the safety net provider system through identification of new revenue streams and additional private funding

Issue 5 *Improve infrastructure and develop essential core competencies within the workforce to achieve strategic objectives.*

A successful strategic plan requires an appropriate infrastructure, including human resources with the ability to capitalize on identified opportunities. The mission of the AHCCCS Human Resources and Development Unit is to provide good, fair counsel and to attract, develop and retain a productive innovative workforce to meet the challenging demands of the AHCCCS programs. Employees must be prepared to plan, develop, and document the core competencies necessary to accomplish the agency's vision. Of particular importance is the Information Services Division (ISD), which must support critical functions. Opportunities exist to support effective use of data and predictive modeling. One AHCCCS goal is to re-engineer the infrastructure, replacing outdated communication and IT systems. To attain this goal, AHCCCS plans to:

- Replace existing communication technology with state-of-the-art technology that will improve customer service and reduce cost
- Re-engineer processes and maximize use of electronic web-based self-help electronic application to improve eligibility, provider services, member services, and customer care services.
- Improve AHCCCS data reporting/decision management, financial control, and patient care information integration by developing data warehouse and reporting tools
- Replace outdated IT system architecture and software to better support program growth, claims processing, medical management, customer service, provider network data, financial reporting, and customized health plan benefit design

Another goal is to ensure that the AHCCCS workforce has the core competencies necessary to support the AHCCCS strategic plan. To attain this goal, AHCCCS plans to:

- Assess, document, and improve core competencies of AHCCCS employees to ensure they have the skills to support achievement of strategic objectives
- Develop succession plans for key personnel
- Enhance recruitment through identification of agency core competency gaps
- Maintain high organizational performance through the continued development of the management team

HCA 1.0

Program Summary
ADMINISTRATION

Anthony Rodgers, Director

Phone: (602) 417-4711

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

Mission:

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

Description:

The Administration contracts with program contractors and health plans, which agree to accept a capitated monthly payment for the cost of providing medical care to enrolled members. Administration responsibilities related to health plan and program contractor contracting include rate negotiations, financial and operational oversight of health plans and program contractors, and quality of care assessment. The Administration also manages a fee-for-service payment system that covers medical bills for IHS enrolled members and emergency services for qualified aliens. Additional Administration responsibilities include the development and maintenance of the management information system; coordination of provider or eligibility grievances; policy development and research; agency financing and accounting; agency development and monitoring; third party liability recovery; and performing eligibility determinations for the Arizona Long-Term Care System and KidsCare. Eligibility for the Acute Care program is conducted by the Department of Economic Security and the Social Security Administration.

This Program Contains the following Subprograms:

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

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	48,584.9	49,962.4	59,272.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,046.5	10,644.3	10,202.6
Federal Funds	63,520.9	68,486.1	81,832.1
Program total	121,152.3	129,092.8	151,307.1
FTE Positions	2,063.5	2,063.5	2,283.8

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

Mission:

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

Description:

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

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	12,605.2	9,186.0	10,437.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,367.1	9,560.3	9,118.6
Federal Funds	15,239.0	16,706.4	19,989.3
Program total	36,211.3	35,452.7	39,544.9
FTE Positions	287.8	287.8	297.8

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Training hours per employee	36.5	Not Avail	35	35
Explanation: This performance measure is not available at this time.				
Percent of employee turnover	18	18.9	16	16

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of benefit of the cost of audits and investigations of reports of fraud and abuse	463	504	350	400

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of timely submissions of "Waiver and Special Terms and Conditions" documents, reports and State Plan Amendments to CMS	100	100	100	100

◆ **Goal 4** To develop and maintain accurate AHCCCS statutes and regulations to ensure compliance with federal and state legal requirements.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of timely submissions and approval of rule packages	100	100	100	100

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of inquiries responded to within three days regarding client service issues	100	100	100	100

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of time the PMMIS is available to our users	98	99.5	99	99

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of invoices paid within 30 days	97	96	95	95
Percent of total programmatic payments completed electronically	91.20	90	90	90

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of enrollees filing a grievance	.20	.1	.15	.15

HCA 1.2 **Subprogram Summary**
PASS-THRU TO OTHER STATE AGENCIES

Tom Betlach, Deputy Director
 Phone: (602) 417-4711
 A.R.S. Title 36, Title XIX, SSA

Mission:

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

Description:

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

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	20,350.0	24,304.0	29,568.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	452.1	806.1	806.1
Federal Funds	27,939.6	30,184.5	36,946.7
Program total	48,741.7	55,294.6	67,321.7
FTE Positions	965.5	965.5	1,110.4

◆ **Goal**

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 and obtaining full economic value for monetary resources expended. This division has now been established as the Division of Health Care Management (DHCM) since state fiscal year 2003.

Description:

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

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,151.5	2,253.8	2,517.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,388.6	2,731.7	2,995.3
Program total	4,540.1	4,985.5	5,512.7
FTE Positions	77.9	77.9	82.7

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of acute and ALTCS health plan on-site operational and financial reviews completed on time	100	100	100	100
Percent of financial viability issues detected prior to an impact on contract	100	100	100	100

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Rural counties with at least two competitive risk health plans available	13	13	13	13
Member satisfaction: percent of choice exercised in moving from current health plan	3.50	3.5	3.5	3.5

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
The number of encounters per member month	3.2	4.0	3.5	3.6
Omission error percent	11	10	10	9
Correctness error percent	7	10	9	9

HCA 1.4

Subprogram Summary
OFFICE OF MEDICAL MANAGEMENT

Linda Martin, Assistant Director
Phone: (602) 417-4542
A.R.S. Title 36; Title XIX, SSA

Mission:

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

Description:

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

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,294.4	1,415.6	1,723.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	227.3	277.9	277.9
Federal Funds	2,794.4	3,275.7	3,723.6
Program total	4,316.1	4,969.2	5,724.5
FTE Positions	87.0	87.0	97.8

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Fee-For-Service Claims adjudicated within 30 days	94	98	95	95

Explanation: This Performance Measure was formerly identified within the Central Administration portion of this report.

HCA 1.5 Subprogram Summary
ADVISORY COUNCIL ON INDIAN HEALTH CARE (PASS-THROUGH)
 Maryetta Patch, IHC Exec Dir.
 Phone: (602) 995-1400
 A.R.S. § 36-2902; Title XIX, SSA

Mission:

To develop a comprehensive health care delivery and financing system for Arizona's American Indians, specific to each Arizona Indian tribe, with a focus on creating Indian health care demonstration projects.

Description:

Established in fiscal year 1990, the Advisory Council on Indian Health Care consists of 23 members who serve staggered two year terms. Twenty members, appointed by the Governor, represent five health care agencies, five social service agencies, five agencies serving the developmentally disabled, two tribal organizations or metropolitan Indian centers, and three tribal members serving at large. The remaining three representatives from the 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.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	84.6	106.1	106.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	76.9	105.8	105.8
Program total	161.5	211.9	211.9
FTE Positions	3.6	3.6	3.6

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

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of tribes participating in health care operational support and services	100	100	100	100

HCA 1.6 Subprogram Summary
DIVISION OF MEMBER SERVICES
 Diane Ross, Assistant Director
 Phone: (602) 417-4322
 A.R.S. Title 36; Title XIX, SSA

Mission:

To assist AHCCCS-eligible members access health care.

Description:

This division is responsible for the determination of eligibility for the Arizona Long Term Care System (ALTCS) and for other SSI-related Medical Assistance Only (MAO) programs; as well as the state's Children's Health Insurance Title XXI Program called KidsCare, the HIFA Parent Program, Freedom to Work (FTW), Breast and Cervical Cancer (BCC) and for three Medicare Cost Sharing programs. In addition, the division is responsible for enrolling eligible acute care and ALTCS members; and for providing member eligibility and enrollment information. The eligibility of SSI-MAO related now has expanded due to the approval of the State Plan amendment and the provisions of Senator Andrew Nichols Comprehensive Health Insurance Coverage Act, seeking to further simplify and streamline the expansion of Medicaid. The division maintains day-to-day liaison with, and oversight of, the Department of Economic Security in performing AHCCCS eligibility determinations, including the expansion of eligibility under a State Plan amendment to provide AHCCCS services to 1931(b) eligible members with income at or below 100% Federal Poverty Level. This division also conducts quality control targeted and statistically valid sample management evaluation reviews for these specific programs, plus predetermination quality control reviews.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	12,099.2	12,696.9	14,920.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	15,082.4	15,482.0	18,071.4
Program total	27,181.6	28,178.9	32,991.4
FTE Positions	641.7	641.7	691.5

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

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of applications processed on time	79	95	95	95
Percent of financial redeterminations processed on time	99	95	95	95

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

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of ALTCS eligibility accuracy as measured by quality control sample	98	99	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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Member File Integrity System percent of timely reconciliation of AHCCCS data with other governmental data bases	100	100	100	100

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

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of person-to-person abandonment rate in providing access to eligibility, enrollment and program	17	0	0	0

information

Explanation: This performance measure is no longer being tracked.

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
ALTCS eligibility case error percent	3	1	3	3
Cost avoidance from Predetermination Quality Control Program (in millions)	13.60	14.70	16.00	17.30

HCA 2.0

Program Summary
LONG-TERM CARE (ALTC)

Kate Aurelius, Assistant Director
Phone: (602) 417-4458
A.R.S. Title 36; Title XIX, SSA

Mission:

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

Description:

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

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	71,614.9	107,156.6	132,916.8
Other Appropriated Funds	7,446.5	0.0	0.0
Other Non Appropriated Funds	391,953.7	428,510.0	492,485.9
Federal Funds	972,313.8	1,101,749.7	1,214,310.7
Program total	1,443,328.9	1,637,416.3	1,839,713.4
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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
ALTCS monthly enrollment	38,598	40,292	42,306	44,422
Percent of members utilizing home and community based services	60	62	65	67

HCA 3.0

Program Summary
ACUTE CARE

Tom Betlach, Deputy Director
Phone: (602) 417-4711
A.R.S. Title 36; Title XIX, SSA

Mission:

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

Description:

Health plans receive a monthly capitation payment to cover the full range of approved services for AHCCCS enrollees. In addition to prospective capitation, health plans receive funding to pay for certain services received by members prior to enrollment in a health plan. AHCCCS also maintains some populations in a fee-for-service environment. The largest, within fee-for-service, is the Native American population served by or through the Indian Health Service. Effective April 1, 2001, AHCCCS had the opportunity to streamline and simplify the expansion of Medicaid due to Senator A. Nichols Comprehensive Health Insurance Coverage Act (Proposition 204), which expanded eligibility for persons with income at or below 100% of the Federal Poverty Level. In December 2001, AHCCCS received the Health Insurance Flexibility and Accountability (HIFA) waiver from the U.S. Department of Health and Human Services, which provides discounted premium-based coverage for parents of AHCCCS enrolled children and the opportunity to evaluate, redesign and implement improved eligibility and enrollment processes. AHCCCS also pays Medicare premiums for qualified low-income Medicare beneficiaries and special low-income Medicare beneficiaries, so that the federal Medicare program serves as a source of payment for some of AHCCCS' medical services. (Acute funding; county contributions were allocated to capitation programs proportionately; tobacco tax allocated between acute program lines proportionately; and third party liability is grouped into fee for service programs proportionately.)

This Program Contains the following Subprograms:

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

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	543,718.8	635,347.9	768,627.9
Other Appropriated Funds	60,069.8	54,807.0	54,807.1
Other Non Appropriated Funds	329,268.0	283,608.2	323,018.4
Federal Funds	1,924,604.0	2,108,584.5	2,383,503.5
Program total	2,857,660.6	3,082,347.6	3,529,956.9
FTE Positions	0.0	0.0	0.0

HCA 3.1 **Subprogram Summary**
 1931(B) ELIGIBILITY FAMILY ASSISTANCE
 Diane Ross, Assistant Director
 Phone: (602) 417-4322
 A.R.S. § 36-2901.4(b)

Mission:

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

Description:

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

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	175,170.6	206,163.3	242,591.7
Other Appropriated Funds	23,802.5	21,552.1	21,363.5
Other Non Appropriated Funds	130,409.4	112,266.0	127,603.3
Federal Funds	675,989.9	738,225.5	854,111.2
Program total	1,005,372.4	1,078,206.9	1,245,669.7
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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1931 (b) Eligibility Family Assistance monthly enrollment	428,349	457,390	480,259	504,272
Percent of well child visits in the first 15 months of life - Early Periodic Screening, Diagnosis and Treatment	68.1	66.9	70.0	70.0

HCA 3.2 **Subprogram Summary**
 SUPPLEMENTAL SECURITY INCOME
 Diane Ross, Assistant Director
 Phone: (602) 417-4322
 A.R.S. § 36-2901

Mission:

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

Description:

The SSI cash program is administered by the Social Security Administration. Individuals receiving SSI monthly cash payments are automatically eligible for AHCCCS acute care services. The three major SSI categories are individuals who are 65 years or older, blind, or disabled. Eligibility for the SSI program is based on uniform federal requirements. The Medical Assistance Only (MAO) population is not eligible for cash assistance, but is still eligible for Medicaid. SSI-MAO eligibility is based on SSI related eligibility criteria and eligibility is determined by the AHCCCS Administration. Individuals eligible for AHCCCS health insurance under the SSI-MAO program do not have to meet any limit on resources. Also, unlike the \$564 income limit for SSI cash, under a state plan amendment that became effective April 1, 2001, SSI-MAO members may have income at or below 100% FPL (\$776 as of April 1, 2004). (Ticket to Work Funding is included in the SSI program.)

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	140,909.8	165,923.9	237,226.0
Other Appropriated Funds	19,146.9	17,426.0	17,672.4
Other Non Appropriated Funds	101,847.6	87,597.0	99,956.4
Federal Funds	539,509.6	589,260.6	676,886.3
Program total	801,413.9	860,207.5	1,031,741.1
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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Supplemental Security Income monthly enrollment	106,125	116,177	121,986	128,085

HCA 3.3 **Subprogram Summary**
 SOBRA WOMEN
 Diane Ross, Assistant Director
 Phone: (602) 417-4322
 A.R.S. § 36-2901

Mission:

To provide comprehensive quality health care to eligible pregnant women.

Description:

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

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	10,992.3	16,209.8	14,435.2
Other Appropriated Funds	1,493.8	1,702.4	1,271.2
Other Non Appropriated Funds	6,604.7	6,067.5	6,300.4
Federal Funds	40,215.5	53,029.5	55,217.6
Program total	59,306.3	77,009.2	77,224.4
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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of women receiving cervical screening within a three year period	53.20	56.40	55.00	55.00

HCA 3.4 **Subprogram Summary**
SOBRA CHILDREN

Diane Ross, Assistant Director
Phone: (602) 417-4322
A.R.S. § 36-2901

Mission:

To provide comprehensive quality health care to eligible children.

Description:

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

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	115,001.8	134,506.9	164,652.8
Other Appropriated Funds	15,626.6	14,126.5	14,500.0
Other Non Appropriated Funds	90,406.3	77,677.7	89,158.3
Federal Funds	450,485.8	489,835.0	558,311.5
Program total	671,520.5	716,146.1	826,622.6
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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
SOBRA children monthly enrollment	70,824	81,127	85,184	89,443
Percent of well child visits in the first 15 months of life - Early Periodic Screening, Diagnosis and Treatment	68.10	66.90	70.00	70.00

HCA 3.5

Subprogram Summary
FEDERAL EMERGENCY SERVICES

Diane Ross, Assistant Director
Phone: (602) 417-4322
A.R.S. § 36-2901

Mission:

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

Description:

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

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	40,235.8	44,367.2	57,647.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	83,190.1	90,477.2	114,478.8
Program total	123,425.9	134,844.4	172,125.9
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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Federal Emergency Services monthly enrollment	63,480	72,671	76,305	80,120

HCA 3.6

Subprogram Summary
STATE EMERGENCY SERVICES

Diane Ross, Assistant Director
Phone: (602) 417-4322
A.R.S. § 36-2901

Mission:

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

Description:

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

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal**

HCA 3.7 **Subprogram Summary**
MEDICARE PREMIUMS
 Diane Ross, Assistant Director
 Phone: (602) 417-4322
 A.R.S. § 36-2911

Mission:

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

Description:

AHCCCS pays Medicare Part A premiums (hospital insurance) for some eligible members and Part B premiums (supplemental medical insurance) on behalf of AHCCCS members eligible for Medicare/Medicaid or for those who are Qualified Medicare Beneficiaries (QMBs). This "buy-in" reduces state costs because the federal government, through Medicare, absorbs some costs that would have otherwise been paid by AHCCCS. Additionally, AHCCCS is able to "buy-in" to Part A and pay the premium costs for certain disabled individuals. The state's financial responsibility is reduced for Medicaid AHCCCS members who also have Part A or Part B Medicare coverage since Medicare coverage serves as a source of third-party funds for Medicare-covered services provided to AHCCCS members. Qualified Medicare Beneficiary Program (QMB), an eligible person has income at or below the Federal Poverty Level (FPL). Programs include QMB Onlys and QMB Duals. QMB Onlys are those individuals who meet the income and resource requirements of the program and for whom AHCCCS will pay the Medicare Part A and Part B premiums, deductibles, and coinsurance. QMB Onlys do not receive any other AHCCCS benefits. QMB Dual means the individual is eligible for both QMB and one of the federal categorically needy programs; full Medicaid benefits are covered. Specified Medicare Beneficiary (SLMB) Program, an eligible person has income above the FPL but at or below 120% of the Federal Poverty Level (FPL). The SLMB benefit is payment of the Part B premium. Individuals who meet SLMB eligibility requirements except for income may qualify to have AHCCCS pay their Part B Medicare Premium if their income does not exceed 135% FPL under the Qualified Individual I program. AHCCCS determines eligibility for all of these Medicare Cost Sharing Programs.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	16,582.9	20,512.7	35,623.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	41,518.3	50,037.2	90,927.1
Program total	58,101.2	70,549.9	126,550.1
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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate

Members enrolled monthly in the Medicare Premiums programs	19,685	21,006	22,057	23,159

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

Mission:

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

Description:

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

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	37,825.5	40,347.6	8,767.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	78,381.8	81,843.9	17,380.4
Program total	116,207.3	122,191.5	26,147.7
FTE Positions	0.0	0.0	0.0

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of dollars recouped after distribution	0	0	0	0

HCA 3.9 **Subprogram Summary**
FAMILY PLANNING SERVICES
 Diane Ross, Assistant Director
 Phone: (602) 417-4322
 A.R.S. § 36-2901

Mission:

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

Description:

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

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	116.6	137.2	136.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,049.0	1,234.9	1,226.3
Program total	1,165.6	1,372.1	1,362.6
FTE Positions	0.0	0.0	0.0

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

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Family Planning Services monthly enrollment	7,166	7,494	7,869	8,262

HCA 3.10 **Subprogram Summary**
ADOPTION SUBSIDY/FOSTER CARE

Diane Ross, Assistant Director
Phone: (602) 417-4322
A.R.S. § 36-29031.4(b)

Mission:

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

Description:

The Title IV-E adoption subsidy or Title IV-E foster care coverage groups include a child for whom an adoption assistance agreement is in effect under Title IV-E of the Act or who receives a foster care maintenance payment under Title IV-E of the Act. AHCCCS must provide Medicaid to individuals who have an adoption assistance agreement in effect under Title IV-E of the Act, whether or not adoption assistance is being provided or judicial decree of adoption has been issued or for whom foster care maintenance payments are made under Title IV-E of the Act. AHCCCS also covers children who have been adopted under a state adoption agreement with the state's Division of Children Youth and Families, DES. (Adoption Subsidy expenditures are appropriately grouped into other programs.)

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
children receiving Adoption Subsidy and Foster Care support (monthly enrollment figure)	8,154	11,003	11,553	12,131

Explanation: SFY05 Actual is a September 2005 enrollment figure reported by ADES.

HCA 3.11

Subprogram Summary
GRADUATE MEDICAL EDUCATION

Kari Price, Assistant Director
Phone: (602) 417-4104
A.R.S. § 36-2903.01

Mission:

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

Description:

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

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,883.5	7,179.3	7,548.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	14,264.0	14,640.7	14,964.3
Program total	21,147.5	21,820.0	22,512.8
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To ensure Graduate Medical Education (GME) direct cost reimbursements are made timely.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of timely payments made to hospitals with GME programs	100	100	100	100

HCA 4.0
Program Summary
 PROPOSITION 204 - SENATOR ANDREW NICHOLS COMPREHENSIVE HEALTH INSURANCE COVERAGE ACT
 Diane Ross, Assistant Director
 Phone: (602) 417-4322
 A.R.S. Title 36, Title XIX, SSA

Mission:

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

Description:

Laws 2001, Chapter 344, gives AHCCCS the opportunity to streamline and simplify the expansion of Medicaid due to this act. This act expanded eligibility for persons with income at or below 100% of the Federal Poverty Level (FPL). On January 18, 2001 the federal government approved, through September 30, 2006 Arizona's request to expand eligibility to provide Medicaid coverage to individuals with income at or below 100% FPL and individuals who have incurred medical bills sufficient to reduce their income to 40% FPL or less. The major provisions of the bill are: 100% of FPL A) annual redeterminations, B) streamlined eligibility determination, C) eligibility from the first day of the month of application (if otherwise eligible or eligible the 1st day of the first eligible month); Medical Expense Deduction A) can spend down income in excess of 40% of FPL with incurred medical bills, B) spend down period is for three months, the month before the catastrophic event, the month during and the month following, C) resources limited to \$100,000 in net worth; and AHCCCS and DES have an intergovernmental agreement to perform eligibility that includes A) performance measures/incentives, B) management evaluation, C) eligibility quality control reviews. This Act repealed MN/MI/EAC/ELIC programs and all county responsibility for indigent health care, except the counties continue financial responsibility for the Seriously Mentally Ill. (The Senator Andrew Nichols Act included programmatic and administrative costs in FY 2003 and FY2004. In FY2005, the administrative costs were moved into Administration in accordance with a Decision Package in the FY2005 Budget Submittal.)

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	187,394.1	214,450.8	273,265.4
Other Appropriated Funds	59,473.7	54,640.0	54,640.0
Other Non Appropriated Funds	184,167.5	232,782.4	257,077.5
Federal Funds	957,393.1	1,044,795.9	1,161,261.6
Program total	1,388,428.4	1,546,669.1	1,746,244.5
FTE Positions	861.3	861.3	957.3

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Senator Andrew Nichols Comprehensive Health Insurance Coverage Act monthly enrollment	134,547	137,257	144,120	151,326

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

Mission:

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

Description:

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

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	585.6	0.0	0.0
Other Appropriated Funds	3,060.8	3,602.0	6,513.3
Other Non Appropriated Funds	31,922.9	62,509.2	117,497.1
Federal Funds	7.8	0.0	0.0
Program total	35,577.1	66,111.2	124,010.4
FTE Positions	21.0	30.0	62.0

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Healthcare Group monthly enrollment	11,345	12,700	24,000	37,500

HCA 6.0
Program Summary
 CHILDREN'S HEALTH INSURANCE (CHIP)
 Diane Ross, Assistant Director
 Phone: (602) 417-4322
 A.R.S. § 36-2982

Mission:

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

Description:

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

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	24,705.8	28,173.3	23,418.1
Other Appropriated Funds	91,570.4	102,779.2	83,836.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	116,276.2	130,952.5	107,254.2
FTE Positions	142.0	142.0	159.1

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
KidsCare monthly enrollment	50,468	49,368	51,836	54,428
Percent of children with access to primary care provider	83	85	85	85
HIFA monthly enrollment	11,584	11,497	12,071	12,675

HCA 7.0

Program Summary
PREMIUM SHARING

Phone:
A.R.S. § 36-2912

Mission:

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

Description:

Funding for this program ended September 2003.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal**

HCA 8.0

Program Summary

MEDICAID IN THE PUBLIC SCHOOLS (MIPS)

Linda Martin, Assistant Director
Phone: (602) 417-4542
34 CFR Part 300

Mission:

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

Description:

Medicaid covered services are provided in order to allow special needs children to obtain a public school education. Now called the Direct Service Claiming (DSC) program, formerly known as Medicaid in the Public Schools (MIPS), involves services and administration that are reimbursed through federal Medicaid funds and Local Education Authority (LEA) matching funds. LEAs are participating school districts, charters schools not affiliated with a school district, and the AZ School for the Deaf and Blind. AHCCCS initiated school based claiming on January 1, 2001, contracting with a Third Party Administrator (TPA) to administer the program. In October 2003 a new contract was awarded for school based claiming, and January 1, 2004 the new TPA, MAXIMUS, assumed the program administration function. As with the previous contractor, MAXIMUS is responsible for training and compliance monitoring as well as claims processing. MAXIMUS has developed a handbook, website and training materials designed to assist the LEAs with program participation and to ensure that updated information regarding program requirements is available. Regular Regional Information Sessions have also been established to assist and inform the LEAs. Each LEA has a network of providers to offer services under DSC. Providers include therapists (occupational, physical and speech), nurses, health aides, psychologists and counselors, as well as transportation providers.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	72,346.8	80,823.6	81,839.3
Program total	72,346.8	80,823.6	81,839.3
FTE Positions	0.0	0.0	0.0

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

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of participating Local Education Authorities (LEAs)	239	252	259	259



HSA 0.0

Agency Summary
DEPARTMENT OF HEALTH SERVICES

Susan Gerard, Director
Phone: (602) 542-1025
A.R.S. § 36-101 et seq.

Mission:

To set the standard for personal and community health through direct care delivery, science, public policy, and leadership.

Description:

The Arizona Department of Health Services is responsible for Public Health Services, including the Arizona State Laboratory, epidemiology & disease control, emergency medical services/trauma, public health emergency preparedness & response, public health statistics, vital records, border health, children with special health care needs, health systems development, minority health, chronic disease prevention & nutrition, oral health, tobacco education, and women's & children's health; Behavioral Health Services, including general mental health services, substance abuse & prevention services, services for the seriously mentally ill, title XIX adults and children, non-Title XIX adults and children, Regional Behavioral Health Authorities contract compliance, consumer rights, and quality management; the Arizona State Hospital, including adolescent services, adult civil services, adult forensic services, and the Arizona Community & Protection Treatment Center; and the licensing and certification of health and child care facilities.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ADMINISTRATION	23,400.5	25,747.7	26,504.2
➤ LICENSING SERVICES	13,524.4	14,734.3	14,734.3
➤ BEHAVIORAL HEALTH SERVICES	1,098,600.7	1,274,665.8	1,444,872.0
➤ ARIZONA STATE HOSPITAL	54,859.5	59,853.9	59,853.9
➤ PUBLIC HEALTH SERVICES	105,769.1	126,277.1	122,421.9
➤ COMMUNITY AND FAMILY HEALTH	231,220.6	269,099.6	276,451.3
Agency Total	<u>1,527,374.8</u>	<u>1,770,378.4</u>	<u>1,944,837.6</u>

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	383,782.2	476,823.2	569,297.2
Other Appropriated Funds	60,208.1	70,823.7	70,126.9
Other Non Appropriated Funds	840,430.2	950,836.7	1,034,083.9
Federal Funds	242,954.3	271,894.8	271,329.6
Program total	<u>1,527,374.8</u>	<u>1,770,378.4</u>	<u>1,944,837.6</u>
FTE Positions	<u>2,350.7</u>	<u>2,354.3</u>	<u>2,353.3</u>

Strategic Issues:

Issue 1 *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 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 2 *Reducing health disparities by developing targeted information and outreach to Arizona communities.*

Current health data on Arizona residents shows marked differences in rates of disease and mortality among specific population groups. 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. The Department will also work to ensure that all Arizonans receive timely diagnosis and treatment of health conditions through expanded access to primary care.

Issue 3 *Responding to threats and emergencies that place the health of Arizona's populations at risk.*

Over its history, the Department 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, provide new challenges to the Department - the lead agency responsible for the health of Arizona residents - to rapidly and efficiently respond to 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 are 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 4 *Enhancing data collection and public health surveillance.*

The health of Arizonans depends in large part on the capability of the Public Health System of Arizona to identify and monitor diseases, health risks, and populations at risk. 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.

Issue 5 *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 and local health departments, federal and bi-national health entities, public health associations, non-profits and advocacy organizations. The Department is committed to improving these relationships by involving such constituencies in planning and resource allocation efforts.

Many of the Department's relationships pose unique challenges and opportunities. For example, the Department needs to foster collaborative efforts with cross-border agencies to identify, monitor, prevent, control, and evaluate public health issues and efforts.

The Department also needs to foster its relationships with the tribes and urban Indian health programs. The Department needs to recognize the sovereignty and self-determination of the tribes as it forms collaborative relationships. It needs to not only involve the tribes in Department-driven efforts, but conversely, provide assistance in tribe-driven efforts.

The Department's relationship with academic institutions also provides unique challenges and opportunities. Many current and future public health issues stem from public health workforce needs such as recruitment, training, and retention. Partnering with academic institutions is vital to confronting such challenges. 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 6 *Addressing Arizona's high suicide rate.*

Arizona is marked by acute rates of socioeconomic distress, depression, and substance abuse, each of which is a risk factor strongly linked with suicide. Suicide is a leading cause of death in Arizona. Each year an average of 734 people die from suicide in Arizona, and there are an average of 2600 hospital discharges related to suicide attempts from non-federal facilities. For the last ten years, the suicide mortality rate has been chronically higher in Arizona compared to the United States. Arizona has been ranked 6th in the U.S. for its overall rate of suicide, with 15.9 suicides per 100,000 people.

In Arizona, the highest age-adjusted suicide mortality rate by race/ethnicity was among Whites, followed closely by American Indians and Hispanics. Adolescent suicides follow the same pattern by race/ethnicity, highest among Whites, American Indians, and Hispanics. In Arizona, suicide is the 2nd leading cause of death for ages 10-14, and the 3rd leading cause of death for ages 15-24.

According to the Arizona 2003 Youth Risk Behavior Survey, 8.7% of students attempted suicide one or more times in the previous twelve months, as compared to 8.5% nationwide. Approximately 18.5% percent of students surveyed reported having seriously considered suicide during the previous year, as compared to 16.9% nationwide. It is significant to note that Arizona students scored higher on 4 of 5 survey questions that measured suicidal ideation and attempts in comparison to national results, indicating higher rates of suicidal thoughts and suicide attempts.

Issue 7 *Collaborating with the primary care system to improve services to those with serious co-occurring physical and behavioral health disorders.*

In Arizona, the publicly funded behavioral health care system is largely carved out of the acute care system. Operating this behavioral health carve-out poses unique challenges in both coordinating care and services provided to individuals by two different systems and in ensuring appropriate communication and information sharing. Efforts to support the coordination of care have generally been inefficient and ineffective, failing to focus on people with the greatest risk for medical complications. Paperwork is routinely exchanged between behavioral health and primary care providers regarding people whom the primary practitioner may never see. Information that should be communicated between behavioral health and primary care clinicians is either not communicated in a timely manner or not communicated at all. The result is inappropriate communication between the two systems and ineffective coordination of care.

The lack of coordination of health care has resulted in poor care outcomes and treatment for individuals. As evidenced by the findings of reviews of behavioral health enrolled members done by the Department's Division of Behavioral Health Morbidity and Mortality, serious adverse outcomes of care are more likely to occur when an enrolled person has serious combined physical health and behavioral health disorders and care is not coordinated between providers.

Issue 8 *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 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 will pursue three closely related objectives as part of its E-Business strategy. The first objective is to define internal and external customer requirements for agency-owned data. The Department will assess current business processes, define present and future needs, and develop 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 second E-Business objective is creation of an agency Intranet solution. An Intranet will 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

Susan Gerard, Director
Phone: (602) 542-1025
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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	13,898.4	14,607.0	15,299.2
Other Appropriated Funds	7,844.2	9,603.6	9,706.8
Other Non Appropriated Funds	927.5	809.0	809.0
Federal Funds	730.4	728.1	689.2
Program total	23,400.5	25,747.7	26,504.2
FTE Positions	248.5	248.6	248.6

HSA 1.1 Subprogram Summary
DIRECTOR'S OFFICE
 Rose Conner, Deputy Director for Health Services & Admin.
 Phone: (602) 542-1025
 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; 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; and provides agency-wide training to a staff that is reflective of the culturally diverse population it serves.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,415.8	2,539.0	3,231.2
Other Appropriated Funds	348.9	340.4	443.6
Other Non Appropriated Funds	904.3	803.5	803.5
Federal Funds	0.0	0.0	0.0
Program total	3,669.0	3,682.9	4,478.3
FTE Positions	64.1	64.2	64.2

◆ **Goal 1** To ensure a diverse, motivated and well trained staff.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of agency staff turnover	7.7	15.2	11.5	11.5
Percent of DHS workforce who are minorities	31.6	32.7	34	34
Number of EEO complaints	13	11	10	10
Number of EEO complaints dismissed	12	11	10	10
Number of leadership training units delivered	846	1082	900	900

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of lawsuits/claims	13	9	15	20
Number of scheduled administrative hearings	429	421	450	500
Number of docketed actions	598	555	600	700

◆ **Goal 3** To ensure the proper release of records requested for Human Subjects Research.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
HSRB/IRB research projects/studies requests for submission packet processed	72	51	60	65
HSRB/IRB final determinations by Board on projects/studies submitted	36	24	50	55

◆ **Goal 4** To ensure that services and programs are administered efficiently.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Administration as a percent of total cost	1.5	1.7	1.6	1.6

HSA 1.2 Subprogram Summary
BUSINESS AND FINANCIAL SERVICES
 Craig Dunlap, Assistant Director
 Phone: (602) 542-1034
 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 the financial expenditures, purchases and contract requisitions for the procurement of goods and services to ensure compliance, and manages facilities, ADA projects, capital building renewal, risk management, fixed asset inventory control and the Agency's fleet.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,666.1	7,006.0	7,006.0
Other Appropriated Funds	6,459.9	8,253.1	8,253.1
Other Non Appropriated Funds	-6.3	5.5	5.5
Federal Funds	71.9	5.0	5.0
Program total	13,191.6	15,269.6	15,269.6
FTE Positions	90.5	90.5	90.5

◆ **Goal 1** To improve services by developing mutually beneficial relationships with our customers through partnerships.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of procurement and business related training sessions conducted	25	2	4	4
Number of customers trained	250	66	125	125

◆ **Goal 2** To implement and continually enhance a business system that satisfies and anticipates customer needs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average days to process purchase and contract requisitions (PR/CR): - \$0-1,000	15	10	10	10
Average days to process (PR/CR)-\$1,001-5,000	17	17	15	15
Average days to process (PR/CR)-\$5,001-35,000	26	25	20	20
Average days to process (PR/CR)-over \$35,000	34	26	30	30
Average working days to pay claims	11	11.5	10	10
Average working days to pay travel claims	3	4	3	3
Number of Facilities Request Forms processed	750	1073	1150	1150
Number of warehouse requests processed per fiscal year	4,000	3213	3500	3500
Average number of days to pay vendors from the date of invoice	11	11.5	10	10
Percent of invoices paid within 30 days	93	92	95	95

HSA 1.3

Subprogram Summary
INFORMATION TECHNOLOGY SERVICES

Eric Hedlund, 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.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,816.5	5,062.0	5,062.0
Other Appropriated Funds	1,035.4	1,010.1	1,010.1
Other Non Appropriated Funds	29.5	0.0	0.0
Federal Funds	658.5	723.1	684.2
Program total	6,539.9	6,795.2	6,756.3
FTE Positions	93.9	93.9	93.9

◆ **Goal 1** To complete HIPAA remediation, compliance auditing and testing.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of HIPAA plan completed	75	95	100	n/a

◆ **Goal 2** To enhance the agency's ability to further the State's e-Government initiative through the implementation of internet technology.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of visits to the ADHS Web site (per month)	50,000	650,000	700,000	800,000

◆ **Goal 3** To provide and maintain high quality, current and standardized systems for ADHS and its customers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of computer hardware and software replaced per agency replacement plan	8	33	33	33

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

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	7,498.1	7,743.7	7,743.7
Other Appropriated Funds	797.8	1,290.4	1,290.4
Other Non Appropriated Funds	1,359.7	1,640.0	1,640.0
Federal Funds	3,868.8	4,060.2	4,060.2
Program total	13,524.4	14,734.3	14,734.3
FTE Positions	236.8	236.7	236.7

HSA 2.1

Subprogram Summary
CHILD CARE LICENSING

Lourdes Ochoa, Program Manager
Phone: (602) 364-2539
A.R.S. § 36-881 to 892

Mission:

To ensure the health, safety and well being of children in child care facilities and child care group homes throughout Arizona by licensing and certifying child care facilities and group homes; establishing appropriate rules; providing technical assistance and training to care givers; and providing consumer education.

Description:

The subprogram ensures that statute is enforced with respect to the licensure and certification of Arizona's child care facilities, child care group homes, parks and recreation programs, and school-based programs. The subprogram also monitors 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.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,823.2	1,882.9	1,882.9
Other Appropriated Funds	658.3	1,051.9	1,051.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,481.5	2,934.8	2,934.8
FTE Positions	48.5	48.5	48.5

◆ **Goal 1** To ensure the health and safety of Arizona's children through licensing, monitoring and technical assistance of all child care facilities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of child care license renewals granted within licensing timeframes	70	41	90	100
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Percent of child care complaint investigations initiated within investigative guidelines	92	100	90	90
Percent of priority two complaint investigations initiated within 10 days	98	100	100	100
Number of licensed providers	2,512	2534	2660	2660
Number of complaints received	1,270	1157	1214	1214

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, inpatient hospices, recovery care and infirmaries, outpatient treatment and surgery facilities, and home health agencies), behavioral health facilities (such as inpatient/residential, outpatient, case management and emergency services), facilities providing screening and education and treatment programs to those convicted of driving under the influence (DUI), facilities providing misdemeanor domestic violence offender treatment programs, Methadone treatment agencies, and developmentally disabled children's group homes. In addition, the subprogram monitors facilities for compliance, conducts complaint investigations, and, when deficiencies are found, has the responsibility for a variety of enforcement actions up to and including suspension/revocation of licenses, denial of registration, and assessment of civil penalties. The subprogram provides technical assistance and establishes appropriate rules and basic health and safety requirements. In addition to regulating facilities, the subprogram also licenses professional audiologists, speech pathologists, hearing aid dispensers, and midwives, and conducts quality improvement and staff and provider education.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,346.7	3,456.3	3,456.3
Other Appropriated Funds	139.5	238.5	238.5
Other Non Appropriated Funds	1,157.6	1,430.0	1,430.0
Federal Funds	3,725.7	3,916.4	3,916.4
Program total	8,369.5	9,041.2	9,041.2
FTE Positions	154.7	154.6	154.6

◆ **Goal 1** To ensure the health and safety of Arizonans through licensing, monitoring and technical assistance of health care facilities.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of health care licensure renewals granted within licensing timeframes	41	18	15	30
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Percent of health care complaint investigations initiated within investigative guidelines	69	69	70	70
Percent of priority two complaint investigations initiated within 10 days	62	83	85	85
Number of licensed providers	3,619	3754	3941	3941
Number of complaints received	2,198	2303	2418	2418

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 Assurance and Licensure that protect the health and safety of residents and clients of health and child care facilities. The subprogram accomplishes this through rules promulgation, training, information systems, enforcement, and business systems.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,328.2	2,404.5	2,404.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	202.1	210.0	210.0
Federal Funds	143.1	143.8	143.8
Program total	2,673.4	2,758.3	2,758.3
FTE Positions	33.6	33.6	33.6

◆ **Goal 1** To improve enforcement processes by decreasing cycle time from initiation of enforcement action to date sent to Administrative Counsel.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Days from completion of investigation to receipt by enforcement team	6.95	8	8	8

HSA 3.0

Program Summary
BEHAVIORAL HEALTH SERVICES

Eddy Broadway, Deputy Director for Behavioral Health Services
Phone: (602) 364-4567
A.R.S. § 36-3402

Mission:

To ensure a comprehensive, unified behavioral health system for Arizonans.

Description:

Behavioral Health Services coordinates, plans, administers, regulates, and monitors all facets of the public behavioral health prevention and treatment systems, and contracts with five Regional Behavioral Health Authorities (RBHAs) to ensure the availability of and accessibility to an adequate provider network to meet the needs of people with behavioral health problems. Additionally, the program monitors financial viability of RBHAs and ensures compliance with contract standards through review of financial statements and the annual independent certified audit, and review of medical records to identify areas where quality of service could be improved.

This Program Contains the following Subprograms:

- ▶ Administration
- ▶ General Mental Health Services
- ▶ Substance Abuse Services
- ▶ Services for Persons with Serious Mental Illness
- ▶ Child and Adolescent Services
- ▶ Prevention

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	265,106.2	345,189.0	433,364.0
Other Appropriated Funds	33,055.5	34,055.5	34,055.5
Other Non Appropriated Funds	756,447.8	848,131.4	930,200.8
Federal Funds	43,991.2	47,289.9	47,251.7
Program total	1,098,600.7	1,274,665.8	1,444,872.0
FTE Positions	226.9	233.4	233.4

HSA 3.1 **Subprogram Summary**
ADMINISTRATION

Dan Wendt, Division Chief
Phone: (602) 364-4660
A.R.S. § 36-3402

Mission:
To provide effective oversight of RBHA services and contract compliance.

Description:
The subprogram provides administration to the division and reviews various areas of RBHAs to identify where quality of service could be improved; and ensures compliance with contract program and financial standards.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	10,080.2	11,469.7	16,376.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,366.7	13,585.4	21,304.9
Federal Funds	525.5	488.1	449.9
Program total	19,972.4	25,543.2	38,131.0
FTE Positions	189.4	192.9	192.9

◆ **Goal 1** To ensure that the behavioral health needs of Arizonans are met through standards set in ADHS/RBHA contracts.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Title XIX/XXI clients receiving a routine appointment within 23 days of initial assessment	78	91.5	93	95
Percent of eligible Title XIX population enrolled in behavioral health treatment programs	11.20	12.58	13.00	13.50

◆ **Goal 2** To ensure the fiscal and financial accountability of the RBHAs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of encounters received no later than 210 days after the end of the month which service is rendered	82.6	84	85	85

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of RBHA T-XIX adult clients satisfied with services, as measured through a biennial satisfaction survey	n/a	75.4	n/a	90

Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

HSA 3.2 **Subprogram Summary**
GENERAL MENTAL HEALTH SERVICES

Michael Franczak, Ph.D, Division Chief
Phone: (602) 364-4626
A.R.S. § 36-2907.02

Mission:
To provide leadership, policy direction and administration for a statewide system of behavioral health care services for persons who are Title XIX and Title XXI eligible, and for targeted persons who are not eligible for Title XIX or Title XXI funded services.

Description:
The subprogram contracts with the RBHAs to offer a comprehensive continuum of mental health intervention and treatment services to meet the general mental health service needs of targeted Title XIX and Non-Title XIX adults.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	20,776.1	32,033.1	34,416.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	86,959.9	94,978.2	98,208.3
Federal Funds	80.4	74.4	74.4
Program total	107,816.4	127,085.7	132,698.9
FTE Positions	2.7	2.7	2.7

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Title XIX/XXI General Mental Health Adults enrolled	32,700	46,190	50,000	53,000
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Number of Non-Title XIX/Non-Title XXI (Subvention) General Mental Health Adults enrolled	10,900	16,304	15,000	13,000
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				

Total number of General Mental Health Adults enrolled	43,600	63,214	65,000	66,000
Number of older adults (age 65+) served by the behavioral health system	3,852	2744	3500	3900

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of RBHA Title XIX adult clients satisfied with services	88	88	90	92

Explanation: This survey is conducted every two years. Results for FY 2005 available in November, 2005.

HSA 3.3 **Subprogram Summary**
SUBSTANCE ABUSE SERVICES
 Michael Franczak, Ph.D, Division Chief
 Phone: (602) 364-4626
 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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	25,720.0	33,822.2	35,579.4
Other Appropriated Funds	2,500.0	2,500.0	2,500.0
Other Non Appropriated Funds	69,720.6	76,378.6	79,061.6
Federal Funds	27,308.0	28,262.8	28,262.8
Program total	125,248.6	140,963.6	145,403.8
FTE Positions	14.1	17.1	17.1

◆ **Goal 1** To reduce/eliminate use of alcohol and other drugs among clients who complete substance abuse treatment.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of clients with eliminated or reduced use of alcohol or drugs	16.5	42.6	45	60

Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

◆ **Goal 2** To increase paid employment among clients who complete substance abuse treatment.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of clients employed or involved in work related activities	36	37.8	38	40

◆ **Goal 3** To reduce criminal activity among clients who complete substance abuse treatment.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of clients with decreased arrest rate	52	80.7	85	90

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Title XIX/XXI clients with substance abuse disorders enrolled	10,800	46,675	50,000	52,000

Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

Number of Non-Title XIX/Non-Title XXI (Subvention) clients with substance abuse disorders enrolled	8,800	9,712	10,000	11,000
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Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

Total clients with substance abuse disorders enrolled	19,600	56,387	58,000	60,000
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HSA 3.4 **Subprogram Summary**
SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS
 Mike Franczak, Ph.D., Division Chief
 Phone: (602) 364-4626
 A.R.S. § 36-503.02

Mission:

To provide leadership, policy direction and administration for a statewide system of behavioral health care services for persons who are Title XIX and Title XXI eligible, and for targeted persons who are not eligible for Title XIX or Title XXI funded services.

Description:

The 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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	120,355.9	169,229.6	229,876.2
Other Appropriated Funds	30,555.5	31,555.5	31,555.5
Other Non Appropriated Funds	340,046.7	376,969.4	413,012.0
Federal Funds	1,872.9	1,960.7	1,960.7
Program total	492,831.0	579,715.2	676,404.4
FTE Positions	5.0	5.0	5.0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Title XIX/XXI clients enrolled with a SMI	15,300	23,884	24,000	25,000

Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

Number of Non-Title XIX/Non-Title XXI (Subvention) clients enrolled with a SMI	9,300	6925	7500	8000
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Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

Total clients enrolled with a SMI	24,600	30,809	31,500	33,000
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Percent of SMI clients on anti-psychotics receiving new generation psychotropic medications	61.5	68.5	70	80
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Number of dual eligible, seriously mentally ill enrolled clients receiving medication as prescribed	8,300	5835	7000	9000
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Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of adult SMI clients who have moved to independent or supportive settings who were homeless	218	80	100	150

◆ **Goal 3** To increase the number of adult SMI clients who obtain employment as a result of services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of clients employed or involved in work related activities	43	32.2	35	40

Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

HSA 3.5

Subprogram Summary
CHILD AND ADOLESCENT SERVICES

Michael Franczak, Ph.D, Division Chief
Phone: (602) 364-4626
A.R.S. Title 36, Ch. 29, 34

Mission:

To provide leadership, policy direction and administration for a statewide system of behavioral health care services for children who are Title XIX and Title XXI eligible and for targeted persons who are not eligible for Title XIX or Title XXI funded services.

Description:

Children and adolescents under age 18 may be referred for assessment of need for a continuum of behavioral health services delivered by RBHAs and their contracted provider networks. Services range from in-patient to out-patient services, and are available in alternative settings, including home and community-based treatment. Residential and out-patient services are provided according to established Individual Education Plans (IEP) for children who are seriously emotionally handicapped.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	83,345.6	93,806.0	112,287.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	250,332.9	286,198.8	318,593.0
Federal Funds	7,391.8	9,569.7	9,569.7
Program total	341,070.3	389,574.5	440,450.3
FTE Positions	9.2	9.2	9.2

◆ **Goal 1** To provide behavioral health services to Title XIX, Title XXI and Subvention eligible children and adolescents statewide.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Title XIX/XIX children enrolled	31,000	35,641	37,000	40,000
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Number of Non-Title XIX/Non-Title XXI (Subvention) children enrolled	5,500	1857	2000	3000
Total children enrolled	36,600	37,498	39,000	43,000

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of RBHA Title XIX families (with children ages 0-17) satisfied with services	80	80	82	84

HSA 3.6

Subprogram Summary
PREVENTION

Michael Franczak, Ph.D, Division Chief
Phone: (602) 364-4626
A.R.S. § 36-3433 B1

Mission:

To provide preventative behavioral health services that will increase the health and productivity of Arizonans.

Description:

The subprogram is responsible for developing a statewide plan that will identify the priorities for a comprehensive prevention approach for children and adults, which coincides with the Federal Center for Substance Abuse Prevention initiatives required in grant funding, including early intervention, community mobilization, parent-family community education, mentoring, peer leadership and life skills development.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,828.4	4,828.4	4,828.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	21.0	21.0	21.0
Federal Funds	6,812.6	6,934.2	6,934.2
Program total	11,662.0	11,783.6	11,783.6
FTE Positions	6.5	6.5	6.5

◆ **Goal 1** To provide behavioral health prevention services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of persons receiving prevention services	163,000	189,086	190,000	192,000

HSA 4.0

Program Summary
ARIZONA STATE HOSPITAL

John C. Cooper, Chief Executive Officer
Phone: (602) 220-6000
A.R.S. § 36-202, 3402

Mission:

To restore and enhance the mental health of persons requiring specialized psychiatric services in a safe, therapeutic environment.

Description:

The Arizona State Hospital, a component of the statewide continuum of behavioral health services, provides inpatient treatment and rehabilitation services for the most severely mentally disabled citizens of Arizona, including individuals referred under the provisions of the judicial system. The Hospital must, therefore, provide a comprehensive range of intensive interventions in a secure and safe environment.

This Program Contains the following Subprograms:

- ▶ Clinical Support Services
- ▶ Clinical and Program Services
- ▶ Arizona Community Protection & Treatment Center
- ▶ Psychiatric Review Board

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	45,700.1	48,638.7	48,638.7
Other Appropriated Funds	8,185.7	10,383.9	10,383.9
Other Non Appropriated Funds	973.7	831.3	831.3
Federal Funds	0.0	0.0	0.0
Program total	54,859.5	59,853.9	59,853.9
FTE Positions	877.7	877.4	877.4

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 leadership, direction and management for all hospital services and personnel.

Description:

The Hospital Clinical Support Services subprogram provides overall leadership, direction, and management for the Arizona State Hospital. The responsibilities of the subprogram include management of hospital operations, fiscal operations, quality resource management, information systems, human resources, safety, physical plant, and contracts for out-source services.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	11,990.0	12,556.4	12,556.4
Other Appropriated Funds	7,448.5	9,346.9	9,346.9
Other Non Appropriated Funds	885.0	689.4	689.4
Federal Funds	0.0	0.0	0.0
Program total	20,323.5	22,592.7	22,592.7
FTE Positions	164.8	164.8	164.8

◆ **Goal 1** To ensure facilities meet modern day treatment, environmental and security standards.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of capital improvement project completed	100	n/a	n/a	n/a

Explanation: Although estimates anticipate receipt of funding requested in FY2007 decision package, effect of funding not expected until subsequent years.

Average census/unit	22	18	22	22
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Percent of units with medication dispensing machines	66	100	100	100
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Weekly number of hours of PC support at the Arizona State Hospital	40	40	168	168
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Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

◆ **Goal 2** To maintain a stable and competent work force.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of staff turnover during the first 12 months of employment	17	15	20	25
RN vacancy rate not to exceed regional average	31	30	30	25

Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

HSA 4.2

Subprogram Summary
CLINICAL AND PROGRAM SERVICES

Jerry Dennis, M.D., Chief Medical Officer
Phone: (602) 220-6000
A.R.S. § 36-202

Mission:

To be the preeminent tertiary care facility for Arizonans who suffer from serious and persistent mental illnesses.

Description:

The Hospital offers programs that provide screening, evaluation, admission and treatment of patients, coordinated by interdisciplinary teams. These programs include psychiatric treatment and rehabilitation for civilly committed persons with serious and persistent mental illnesses. All services are provided within the Arizona continuum of behavioral health services. In cooperation with the legal system, forensic inpatient services for "restoration to competency" or observation, and for those committed as "not guilty by reason of insanity" or "guilty except insane" are also provided.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	24,118.1	25,705.9	25,705.9
Other Appropriated Funds	737.2	1,037.0	1,037.0
Other Non Appropriated Funds	88.7	141.9	141.9
Federal Funds	0.0	0.0	0.0
Program total	24,944.0	26,884.8	26,884.8
FTE Positions	525.9	525.6	525.6

◆ **Goal 1** To provide effective and patient-centered treatment and rehabilitation services.

Performance Measures:

	FY2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Adult forensic patients year-end census	158	134	160	160
Civil adult patients year-end census	138	112	138	138
Percent of Restoration to Competency adults discharged within 90 days of admission	64	65	65	65
Seclusion incidents per 1,000 patient days	3.3	2.87	3.0	3.0
Restraint incidents per 1,000 patient days	2.1	0.82	2.0	2.0
Percent of target population tested positive for Hepatitis C receiving Pegulated Interferon treatment	5	<1	<1	100

Percent of patients receiving new generation atypical anti-psychotic medication	95	80	85	85
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Percent of adult civil clients successfully placed in the community who return for another stay within one year of discharge	9.0	6.4	6.4	6.4
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Number of annual days of school	178	212	225	225
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Number of clinical nursing hours per week devoted to non-direct care duties	70	74	74	70
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Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

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Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

HSA 4.3	Subprogram Summary
ARIZONA COMMUNITY PROTECTION & TREATMENT CENTER	
Sue Gilbert, Director, ACPTC	
Phone: (602) 220-6191	
A.R.S. § 36-3701 et. seq. (formerly A.R.S. 13-4601)	

Mission:

To provide quality services for the treatment, care and control of individuals committed by the court as sexually violent persons.

Description:

The Arizona State Hospital is the responsible entity for operating a program for the treatment, care and control of sexually violent persons. The sexually violent persons subprogram is licensed separately as a Secured Residential Level I facility. This subprogram is staffed and funded separately from the psychiatric hospital.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	9,526.1	10,296.4	10,296.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	9,526.1	10,296.4	10,296.4
FTE Positions	186.0	186.0	186.0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of residents in pre-trial program	43	13	13	13
Number of residents in treatment	47	20	20	20
Number of residents in less restrictive alternative	40	67	67	67
Explanation: Includes persons living in the community on conditional release.				
Percent of residents in treatment status participating in the designed treatment program	80	92	92	92
SVP program year end census	130	108	108	108
Number of ACPTC workstations connected to the LAN/WAN	37	33	45	55

Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

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 Title 31, Chapter 4 and Title 13, Chapter 38, Article 14 has the following duties: maintaining jurisdiction over persons who are committed to a secure state mental health facility pursuant to A.R.S. §13-3994; holding hearings to determine if a person committed to a secure state mental health facility is eligible for conditional release; determining if conditions of release should be continued, modified, or terminated, in conjunction with the secure state mental health facility and other appropriate community agencies or persons; devising plans for any conditional release; confidentially maintaining all medical, social and criminal history records of persons who are committed to its jurisdiction; and meeting notification requirements specified in A.R.S. §31-502.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	65.9	80.0	80.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	65.9	80.0	80.0
FTE Positions	1.0	1.0	1.0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of persons monitored	113	125	138	140

HSA 5.0
Program Summary
 PUBLIC HEALTH SERVICES
 Niki O'keeffe, Assistant Director
 Phone: (602) 542-1023
 A.R.S. § 36-132

HSA 5.1
Subprogram Summary
 ADMINISTRATION AND LOCAL, BORDER AND NATIVE AMERICAN
 HEALTH OFFICES
 Niki O'Keeffe, Assistant Director
 Phone: (602) 542-1023
 A.R.S. § 36-132, 36-110, 36-189A

Mission:

To protect and improve the public's health through prevention and control of disease and disability.

Description:

The Department of Health Services' Division of Public Health Services is comprised of two programs, Public Health and Community/Family Health. The Division itself is comprised of three major service lines: Public Health Administration, Public Health Preparedness, and Public Health Prevention Services.

The Public Health Administration service line consists of the Office of the Assistant Director, Bureau of Public Health Statistics (including Vital Records), Office of Border Health, and the Office of Public Health Financial Services. In addition, it includes the State Epidemiologist, Public Information Officer, Local Health Liaison, HRSA Assignee, and Public Health Rules.

Public Health Prevention Services is comprised of the Tobacco Education and Prevention Program, Office of Women and Children's Health, Office for Children with Special Health Care Needs, Office of Nutrition and Chronic Disease Prevention Services, Office of Oral Health, and the Office of Health System Development.

Public Health Preparedness is comprised of four Bureaus: Epidemiology and Disease Control, Laboratory Services, Emergency Medical Services/Trauma, and Emergency Preparedness and Response.

This Program Contains the following Subprograms:

- ▶ Administration and Local, Border and Native American Health Offices
- ▶ Public Health Statistics
- ▶ Emergency Medical Services
- ▶ State Laboratory Services
- ▶ Arizona Poison Control
- ▶ Epidemiology and Disease Control
- ▶ Infectious Disease Epidemiology and Control
- ▶ Environmental Health and Food Safety
- ▶ HIV/AIDS Services
- ▶ Arizona Immunization Program
- ▶ Tobacco Education and Prevention
- ▶ Primary Care Resources
- ▶ Primary Care Systems and Services
- ▶ Vital Records

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	26,335.5	28,204.7	29,004.7
Other Appropriated Funds	6,905.0	11,499.6	10,699.6
Other Non Appropriated Funds	21,742.6	25,582.8	22,215.7
Federal Funds	50,786.0	60,990.0	60,501.9
Program total	105,769.1	126,277.1	122,421.9
FTE Positions	483.9	483.9	482.9

Mission:

To provide leadership, coordination and support for the activities in the Division of Public Health Services.

Description:

The subprogram consists of the Office of the Assistant Director of the Division of Public Health Services, the Public Health Services Office of Financial Services, the Office of Border Health, and the liaisons for local, minority, and Native American health. The Office of the Assistant Director works with the Office of Financial Services and rule writers to coordinate internal programs and resources, provide accountability, and develop and maintain linkages with private, federal, state, and local organizations and agencies. The Office of 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 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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,510.8	2,351.6	2,351.6
Other Appropriated Funds	0.0	288.0	288.0
Other Non Appropriated Funds	-252.3	4.4	4.4
Federal Funds	17,348.7	23,807.8	23,807.8
Program total	19,607.2	26,451.8	26,451.8
FTE Positions	88.8	87.8	87.8

◆ **Goal 1** To develop community-based systems for data collection, surveillance, and analysis of health status in border communities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of border community health assessments	1	1	1	3
Number of sentinel surveillance sites	2	3	3	4

◆ **Goal 2** To provide technical assistance, continuing health education and dissemination of health-related information to border communities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of presentations to health professionals	5	5	5	5
Number of public meetings	4	4	4	4
Number of information/educational materials distributed	2,000	2000	2,000	2000
Number of issues of border health newsletter	1	1	1	1
Percent of attendees expressing satisfaction with program	90	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.

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate		90	92	94	94
Number of financial audits received						90	92	94	94
Number of border health epidemiological studies	1	1	1	1	Number of Medicare cost reports received	250	265	270	270
Number of border health conferences	1	1	1	1	Number of referrals/consultations	1,400	1,400	1,400	1,400
Number of border health projects	10	5	5	5	Number of complaints reviewed	150	160	170	170
					Number of investigations conducted	0	3	4	4

◆ **Goal 4** To serve as a resource and communication link with the Native American health care community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of meetings held with Tribal, Urban and IHS Health	92	91	80	80
Number of projects receiving technical assistance	37	51	36	36

◆ **Goal 3** To collect and maintain accurate and complete data related to the incidence of cancer in Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of case reports received	15,972	36,343	33,054	34,707
Explanation: Due to software conversion.				
Percentage of cases reported within 1 year of the close of diagnosis year	76	79	80	80
Number of data requests/inquiries completed	85	75	70	70
Number of audits	9	0	9	9
Audit error rate (percent)	5	n/a	5	5

HSA 5.2 **Subprogram Summary**
PUBLIC HEALTH STATISTICS
 Richard S. Porter, Bureau Chief
 Phone: (602) 542-7333
 A.R.S. § 36-132,36-136,36-301 to 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,187.4	2,096.3	2,096.3
Other Appropriated Funds	1,031.9	4,242.3	4,242.3
Other Non Appropriated Funds	-8.1	38.3	38.3
Federal Funds	888.1	920.9	920.9
Program total	3,099.3	7,297.8	7,297.8
FTE Positions	45.7	46.7	46.7

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of records processed (in millions)	1.4	2.2	2.2	2.3
Number of inpatient reports	156	162	160	164
Number of emergency room reports	60	122	122	124
Number of requests for public release answered	20	57	30	60

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of rate comparison reports (Schedule 13)	90	94	94	96
Number of charge master reviews	2,415	2,425	2,420	2,450
Explanation: (Revised or updated rates and charges.)				
Number of Uniform Accounting Reports received	90	91	94	96

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of medical records (charts) reviewed	5,065	7,024	7,500	7,500
Number of cases registered	1,326	1,542	2,000	2,000
Number of data requests/inquiries completed	n/a	10	15	20
Number of children referred for services	n/a	13	20	50

◆ **Goal 5** To conduct quality surveys of behavioral risk factors affecting the health of Arizonans and report findings.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Survey response rate (percent)	75	76	75	75
Percent of calls completed	40	37	40	40
Number of interview completed	3,948	4,880	4,700	4,700

◆ **Goal 6** To provide information on health status of residents of the State through publication of Arizona Health Status and Vital Statistics annual report, other statistical reports and direct requests.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of birth, death, fetal death, marriage, divorce and abortion records processed into population-wide health status information (in thousands)	209.5	212.5	214	215
Requests for health status data and information answered	2,500	2,500	2,500	2,500
Number of annually updated reports on the health status of Arizona residents prepared and published	11	11	11	11

Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

HSA 5.3	Subprogram Summary EMERGENCY MEDICAL SERVICES
Gene Wikle, Bureau Chief	
Phone: (602) 364-3150	
A.R.S. § 36-2201 to 2246	

Mission:

To protect the health and safety of people requiring emergency medical services (EMS), and promote improvements in Arizona's EMS 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 system including: certification and auditing of Emergency Medical Technician (EMT) training programs; testing of all individuals seeking certification; certification and auditing of advanced life support base hospitals; inspection of all air and ground ambulances in Arizona; issuance of Certificates of Necessity and determination of rates for certified 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 who are unable to meet the increased costs of maintaining and improving safe and efficient emergency medical services in the rural areas of Arizona. Community needs are identified through an application process for the purchase of durable equipment, capital equipment and repair, original and continued education and system development. Technical assistance including funding designations, purchases of equipment and 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: the EMS Council, the Medical Direction Commission, and the Trauma Advisory Board.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,337.2	3,268.4	3,268.4
Other Non Appropriated Funds	10.4	10.3	10.3
Federal Funds	269.6	185.7	185.7
Program total	3,617.2	3,464.4	3,464.4
FTE Positions	35.0	35.0	35.0

◆ **Goal 1** To reduce the number of ambulances that have three or more deficiencies on each mechanical and medical equipment inspection.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of inspections	820	839	840	840
Number of ambulances with 3 or more deficiencies	117	115	111	111

HSA 5.4	Subprogram Summary STATE LABORATORY SERVICES
Victor Waddell, Bureau Chief	
Phone: (602) 364-0609	
A.R.S. § 36-451 to 479, 495, 15	

Mission:

To ensure that essential laboratory services are available to support public health activities in Arizona.

Description:

The State Laboratory provides environmental, clinical and reference analytical lab services to diagnose, prevent, and treat infectious and communicable diseases, epidemics, and biological and chemical threats. Conditions caused by environmental contamination, chronic conditions, and inherited disorders are also priority services. The State Laboratory monitors and evaluates the quality of statewide environmental and clinical laboratories, and enhances environmental and clinical capabilities through training and consultation.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,940.8	3,153.3	3,153.3
Other Appropriated Funds	823.3	883.2	883.2
Other Non Appropriated Funds	-491.6	1,170.0	260.0
Federal Funds	2,932.1	3,610.9	3,610.9
Program total	6,204.6	8,817.4	7,907.4
FTE Positions	105.9	105.9	105.9

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of micro performance testing (PT) samples	700	507	500	500
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Percent of micro PT samples correct	98	98	98	98
Number of chemical PT samples	420	355	350	350
Percent of chemical PT samples correct	95	97	95	95

◆ **Goal 2** To protect the health and quality of life of Arizona's newborns by evaluating the accuracy, reliability and compliance of analytical testing for metabolic and genetic disorders.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of newborns screened under the Newborn Screening Program	88,882	93,000	96,000	98,000
Number of secondary screens	77,533	80,966	85,000	88,000
Number of infants with confirmed metabolic disorders	71	99	110	130
Number of Newborn Screening (NBS) PT tests	240	240	240	240
Percent of tests correct	98	100	100	100
Percent of unsatisfactory specimens	1.97	2.1	2.0	2.0

◆ **Goal 3** To ensure ongoing support for existing and expanded public health services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of new cases of TB identified	293	230	260	260

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Number of encephalitis positive mosquito pools	30	178	200	200
Number of animals identified positive for rabies	74	180	125	125
Number of people exposed to rabid animals	19	17	25	25
Number of tests negative for rabies: vaccine not required	2,088	2303	2,200	2200
Number of bacterial cultures performed	3,845	4641	5000	5000
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Number of significant isolates	654	1596	1,000	1000
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Number of serological tests performed	50,753	29,741	30,000	30,000
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Number of significant findings	1,388	696	700	700
Number of respiratory viral cultures	730	1067	1000	1000
Number of positive influenza cultures	129	352	150	150
Number of human specimens tested for West Nile Virus	538	1495	1500	1500
Number of human specimens tested positive for West Nile Virus	130	297	300	300

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of samples for environmental lead	337	682	500	500
Percent of samples identified with lead	29	15	20	20
Water samples (DW & SW): Chemical parameters tested	14,396	10,123	12,000	12,000
Water samples (DW & SW): Positive chemical results	3,163	1595	2,000	2000
Number of water tests - microbiology	1,699	1510	1500	1500
Percent of samples violating standards (sw)	2.6	5.5	3.0	3.0
Percent of samples violating standards (dw)	5.1	6.9	6.0	6.0
Number of food tests	250	192	200	200
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Percent of samples containing contaminants	25	16.1	20	20

◆ **Goal 5** To assist environmental, clinical and blood alcohol testing laboratories to meet all applicable regulatory requirements through licensing surveys, enforcement actions, training and consultation for correction of deficiencies.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of environmental labs licensed	147	146	147	148
Number of Clinical Laboratory Improvement Act labs surveyed	163	134	149	152
Number of labs with condition level deficiencies	19	14	19	19

HSA 5.5

Subprogram Summary
ARIZONA POISON CONTROL

Niki O'Keeffe, Assistant Director
Phone: (602) 542-1023
A.R.S. § 36-1163

Mission:

To provide a 24-hour, seven day-a-week statewide poison and drug information system for doctors, medical institutions, and citizens.

Description:

The subprogram, made up of the Arizona Poison and Drug Information Center at the University of Arizona (UA) and the Samaritan Regional Poison Center (SRPC), 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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	800.0
Other Appropriated Funds	1,650.0	2,200.0	1,400.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,650.0	2,200.0	2,200.0
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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of calls received per 1,000 population (U of Arizona)	36.7	36.2	36.2	36.2
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Number of calls received per 1,000 population (Banner Poison Control Center)	28.6	30.6	30.6	30.6
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Number of follow up calls received (University of Arizona)	37,881	40,424	40,424	40,424
Number of follow up calls received (Banner)	77,442	72,092	72,092	72,092

◆ **Goal 2** To treat citizens exposed to life threatening poisoning incidents.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of people receiving scorpion anti-venom	0	20	100	120

HSA 5.6	Subprogram Summary EPIDEMIOLOGY AND DISEASE CONTROL
Will Humble, Deputy Assistant Director	
Phone: (602) 542-1023	
A.R.S. § 36-132, 36-136	

Mission:

To monitor, investigate, prevent and control diseases caused by infectious agents, toxins and environmental hazards.

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.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	646.7	814.5	814.5
Other Appropriated Funds	0.0	54.6	54.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,439.5	3,547.2	3,547.2
Program total	3,086.2	4,416.3	4,416.3
FTE Positions	10.4	10.4	10.4

◆ **Goal 1** To collect and maintain accurate and complete data relating to the occurrence of diseases in Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Summary of all communicable disease cases tracked by disease surveillance system	39,518	48,141	48,500	49,000
Number of animals detected that have diseases transmittable to humans (rabies, plague, hantavirus, etc.)	415	382	250	250
Number of non-infectious diseases (lead poisoning, pesticide exposure, etc.)	261	239	230	230

◆ **Goal 2** To provide critical medical and support services to end-stage renal disease patients.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of patients assisted	361	380	380	380
Number of patient services provided	1,244	1271	1300	1300

◆ **Goal 3** To develop and implement a statewide health alert network communication system.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of public health and emergency response professionals on Health Alert Network	2,489	2,524	3,000	3000

◆ **Goal 4** To conduct training and education programs on bioterrorism and public health emergency response activities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of persons who have received training	2,800	3377	3500	4000

◆ **Goal 5** To ensure trained volunteers statewide are trained to assist in dispensing clinics and other operations during a public health emergency.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Number of trained volunteers to assist in state and local public health emergency operations	500	1000	1050	1050
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◆ **Goal 6** To develop an electronic disease surveillance system (MEDSIS).

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of agencies, organizations, and other entities reporting to MEDSIS	147	650	650	650

HSA 5.7 **Subprogram Summary**
INFECTIOUS DISEASE EPIDEMIOLOGY AND CONTROL

Victorio Vaz, Office Chief

Phone: (602) 364-4562

A.R.S. § 36-104, 132, 133, 136, 620, 711,713,714,718

Mission:

To reduce morbidity, disability and premature death due to communicable diseases.

Description:

The subprogram is responsible for: maintaining a disease registry on reportable communicable diseases; monitoring disease trends through surveillance; outbreak investigations and data analyses; providing technical assistance to local and tribal health departments regarding prevention and control of disease caused by infectious agents and microbial toxins; monitoring viral encephalitis and rabies through surveillance of mosquitoes and rabid animals; educating public health care providers and the public health community; and developing rules as needed.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,444.8	1,746.9	1,746.9
Other Appropriated Funds	0.0	23.5	23.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,031.1	1,680.9	1,680.9
Program total	3,475.9	3,451.3	3,451.3
FTE Positions	26.6	26.6	26.6

◆ **Goal 1** To prevent and control communicable diseases through early detection and response to disease threats.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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	10,100	15,700	10,000	10,000
Percent of outbreak investigations initiated within 48 hours of reporting to ADHS	100	100	100	100

◆ **Goal 2** To control incidence of tuberculosis by monitoring compliance with recommended guidelines for treatment of tuberculosis cases and their contacts.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Patients reported with active tuberculosis disease per 100,000 population	5.2	4.7	5.2	5.2
Percent of contacts to active tuberculosis cases who complete prophylaxis	n/a	50	50	55
Explanation: Rates reported for each fiscal year are the most recently available and reflect rates based on the calendar year three years prior.				
Percentage of TB patients receiving directly observed therapy	n/a	83	83	85
Explanation: Rates reported for each fiscal year are the most recently available and reflect rates based on the calendar year three years prior.				

◆ **Goal 3** To monitor the magnitude of Hepatitis C viral (HCV) disease in Arizona and provide HCV prevention and education services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Number of HCV cases reported	9,516	10,935	11,000	11,000	Number of inquiries for information	2,600	3000	3000	3000
Number of HCV positive persons contacted and provided disease control and prevention education	1,250	2500	3000	3000	Number of health assessments	15	15	15	15

◆ **Goal 4** 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of technical assistance visits	60	100	150	150

◆ **Goal 5** 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of positive results received	21,036	21,846	23,000	24,000
Percent of results that are accurate	95	92	95	95

◆ **Goal 2** To maintain a registry of children with reported blood lead levels 10 ug/dL or greater and environmental investigation in cases with levels of 20 ug/dL or greater.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of reports in registry	261	239	260	220
Number of follow-up consultations	495	425	490	400
Number of investigations	41	34	35	25

◆ **Goal 3** To investigate reports of pesticide-related illness to determine circumstances of exposure and maintain a registry of reports.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of investigations	0	2	0	0
Explanation: Decrease attributed to staffing reduction				
Number of reports in registry	49	14	50	25

◆ **Goal 4** To reduce risk associated with foodborne disease transmission at all Arizona Department of Corrections (ADC) prisons.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of ADC facilities inspected	262	191	200	200
Percent of ADC facilities in compliance	81	97	95	97

◆ **Goal 5** To reduce risk associated with foodborne illness by performing environmental health inspections of adult foster care homes, BHS treatment centers, homes for the developmentally disabled, requests from other state agencies, and DHS-licensed children's camps.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of facilities inspected	388	290	200	200
Explanation: Future decrease attributed to change in program responsibilities.				
Percent of facilities in compliance	95	90	95	95

◆ **Goal 6** To increase assistance to and responsibilities of County Health Departments by conducting joint sanitarian inspections, standardization, program evaluation, and needs assessments.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of joint inspections/trainings	100	15	25	25
Number of sanitation standardizations	6	3	10	10
Explanation: Reflects change in standardization procedure				
Number of county health department program evaluations	15	35	40	40
Number of program areas delegated to county health departments	9	9	9	9

◆ **Goal 7** To provide Arizonans with health consultations and community health education activities relating to potential human exposures to hazardous materials.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of health consultations	15	15	15	15
Number of environmental education presentations	30	25	25	25
Number of community consultations	100	100	100	100
Number of technical assistance consultations	230	300	300	300

◆ **Goal 8** To educate Arizona children about the importance of sun safety by developing school-based learning programs.

HSA 5.8 **Subprogram Summary**
 ENVIRONMENTAL HEALTH AND FOOD SAFETY
 Don Herrington, Office Chief
 Phone: (602) 364-3118
 A.R.S § 36-132,136,606,796,901,916,971,980,1671,1693, 8-52

Mission:

To prevent and control adverse health effects due to environmental factors including sun and lead exposure and pesticide poisoning; to reduce the occurrence of illness due to transmission of infectious agents in food, water and exposure to unsanitary conditions; and to provide objective public health analyses of environmental exposures.

Description:

The subprogram identifies, prevents and controls exposure to selected environmental contaminants; provides human health risk assessments; develops rules relating to environmental sanitation and food protection; coordinates the state's food safety program; provides pesticide and childhood lead poisoning prevention activities; and responds to environmental emergencies.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	539.7	461.9	461.9
Other Appropriated Funds	0.0	118.8	118.8
Other Non Appropriated Funds	21.0	100.0	100.0
Federal Funds	456.4	537.6	537.6
Program total	1,017.1	1,218.3	1,218.3
FTE Positions	21.5	21.5	21.5

◆ **Goal 1** To provide Arizonans with a variety of timely and effective health assessments related to releases of hazardous substances and contaminants into the environment.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of risk assessments	16	10	20	20
Number of epidemiological studies	4	3	4	4
Number of ADHS/DEQ consultations	20	20	25	25
Explanation: FY2004 and FY2005 numbers reflect reduction in funding.				
Number of emergency response/requests	12	15	15	20

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of SunWise schools	575	710	775	1500

Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

HSA 5.9 Subprogram Summary
HIV/AIDS SERVICES

Bruce Porter, Office Chief

Phone: (602) 364-3593

A.R.S. § 13-1414,1415; 32-1860; 36-104; 6-136,663,664

Mission:

To monitor trends in the HIV/AIDS epidemic in Arizona by maintaining an HIV/AIDS disease database and facilitating case investigations; conduct HIV prevention activities and providing counseling and testing services; and facilitate care and services for people living with HIV/AIDS.

Description:

The program conducts disease surveillance activities, facilitates primary and secondary prevention initiatives, provides HIV care and support services, and directs public health research.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,331.2	1,403.7	1,403.7
Other Appropriated Funds	0.0	0.4	0.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	16,951.7	17,866.1	17,866.1
Program total	18,282.9	19,270.2	19,270.2
FTE Positions	38.0	38.0	38.0

◆ **Goal 1** To provide HIV prevention, education and counseling services to persons at risk and provide technical assistance, professional guidance and training.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of persons receiving HIV-related services	14,600	15,100	14,900	15,000
Number of HIV-related training workshops	25	32	30	30
Number of counties funded	15	14	7	5

◆ **Goal 2** To monitor the magnitude of the trends in the HIV/AIDS epidemic to assist in targeting prevention, care and support services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of timely completions from initial report through case investigation (within 12 months)	74	75	75	75
Number of cases identified - AIDS	460	510	500	550
Number of cases identified - HIV	540	620	600	650

◆ **Goal 3** To rapidly and accurately respond to medical provider requests for medications provided by the DHS AIDS Drug Assistance Program.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of medications shipped within 48 hours	99	99	99	99
Percent of medications that are the correct product and dose	100	100	100	100
Number of clients receiving HIV medication through Arizona Drug Assistance Program (average per month)	750	798	850	850

HSA 5.10 Subprogram Summary
ARIZONA IMMUNIZATION PROGRAM
Kathy Fredrickson, Office Chief
Phone: (602) 364-3630
A.R.S. § 36-135,36-671,36-673-674,36-396,15-871-874, 15-103

Mission:

To prevent and control the occurrence of human disease and disability due to infectious agents by the administration of vaccines.

Description:

The program assures an immunization delivery system that maximizes the opportunity for the protection conferred by vaccines; procures and distributes vaccines for use by public and private health providers in Arizona; assists in responding to vaccine preventable outbreaks; maintains a system that provides accurate information on the immunization status of children in licensed child care facilities and schools; and compiles immunization data on individuals in a state immunization registry. Additionally, the hepatitis B perinatal program identifies pregnant women who are HBsAg positive and ensures that their newborns and sexual and household contacts are tested and immunized.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,237.7	4,256.7	4,256.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	29.3	309.7	309.7
Federal Funds	6,152.9	6,714.4	6,714.4
Program total	10,419.9	11,280.8	11,280.8
FTE Positions	34.3	34.3	34.3

◆ **Goal 1** To assure the immunization levels within the state, licensed child care facilities (CCFs), and schools are maintained at appropriate levels.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Immunization rate among 2-year old children	79	82	83	83
Percent of children in compliance with ADHS prescribed vaccination levels at CCFs	95	95	95	95

Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

Percent of kindergarten children in compliance with ADHS prescribed vaccination levels	96	96	96	96
Percent of adolescents (7th grade) in compliance with ADHS prescribed vaccination levels	91	95	90	90

◆ **Goal 2** To assure pregnant women are screened for HBsAg and the newborns receive appropriate prophylactic treatment.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of pregnant women identified as HBsAg positive	111	137	150	165
Percent of newborns who receive appropriate prophylactic treatment at birth	100	100	100	100

◆ **Goal 3** 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of CHDs in compliance (per calendar year)	100	100	100	100

◆ **Goal 4** To enroll providers in the Vaccines for Children Program.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of eligible provider sites enrolled	71	74	74	74

◆ **Goal 5** To maintain a state immunization information system to act as a central registry of immunization data on children under 19 years of age.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of enrolled provider sites submitting data to the registry	94	94	95	95

Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

Percent of resident children under 19 years of age in the registry with an immunization event	94	95	96	97
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Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

HSA 5.11 **Subprogram Summary**
TOBACCO EDUCATION AND PREVENTION

Patricia Tarango, Office Chief
Phone: (602) 364-0824
A.R.S. § 36-132

Mission:

To protect and improve the health and quality of life of Arizonans by reducing tobacco use through prevention and treatment, by denormalizing tobacco use, and by reducing exposure to environmental tobacco smoke.

Description:

The Arizona Tobacco Education and Prevention Program manages programs and provides technical assistance to reduce tobacco use in Arizona. By emphasizing a comprehensive, community-based approach, the office addresses tobacco use among all Arizonans through the following: statewide media campaigns and public relations promotions; support of local coalitions; a Smoker's Helpline to provide counseling and referral; promotion of tobacco-free school policies; and establishment and maintenance of youth coalitions.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	21,812.5	21,445.5	21,445.5
Federal Funds	293.0	296.2	296.2
Program total	22,105.5	21,741.7	21,741.7
FTE Positions	23.5	23.5	23.5

◆ **Goal 1** To reduce tobacco use among Arizonans.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of cessation clients who receive complete service from the ASHline	1,970	1858	2000	2000
Average quit rate for ASHline cessation clients in the last six months	21	16.2	22	20
Average quit rate for community based cessation clients in the last six months	16	15.4	16	16
Percent of adults who smoked in the last month	20.1	18.4	19	20
Percent of high school youth who smoked in the last month	18.9	20.0	18.0	20.0
Percent of middle school youth who smoked in the last month	8.9	10.7	8.5	8.5

HSA 5.12

Subprogram Summary
PRIMARY CARE RESOURCES

Miriam Vega, Office Chief
Phone: (602) 542-1219
A.R.S. § 15-1721

Mission:

To identify communities and populations in the state that are underserved for primary health care, and to develop, coordinate and implement strategies to increase resources to improve the availability of services.

Description:

The subprogram develops a statewide primary health care work plan; prepares recommendations for designation of Arizona Medically Underserved Areas; submits documentation for federal designation of Medically Underserved Areas and Health Professional Shortage Areas; develops community-based plans and strategies to address needs for primary health care providers and services; and coordinates with state and federal agencies as appropriate. This subprogram also identifies and establishes eligible sites for National Health Service Corporation, publicizes the loan repayment programs, and accepts and reviews applications for the J-1 visa waiver program and loan repayment awards from qualified candidates.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	198.8	203.5	203.5
Other Appropriated Funds	62.6	250.0	250.0
Other Non Appropriated Funds	18.8	0.0	0.0
Federal Funds	555.8	707.3	707.3
Program total	836.0	1,160.8	1,160.8
FTE Positions	12.0	12.0	12.0

◆ **Goal 1** To update primary care area profiles annually, including appropriately redesignating currently underserved areas as required, by the end of FY 2003.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of areas redesignated in a timely manner	100	100	100	100

◆ **Goal 2** To assist in recruitment of primary care providers to underserved areas.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of J-1 Visa Waivers supported	30	30	30	30
Number of National Health Service Corp placements	12	5	12	10
Number of Health Professional Shortage Act designations obtained	22	4	10	10

◆ **Goal 3** To grant loan repayment awards to ensure all available state and federal funds are encumbered by the end of the program year.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of loan repayments / awards contracted	15	20	15	22

HSA 5.13 **Subprogram Summary**
PRIMARY CARE SYSTEMS AND SERVICES
 Miriam Vega, Office Chief
 Phone: (602) 542-1219
 A.R.S. § 36-2921

Mission:

To expand access to basic health care for low-income, uninsured Arizona residents through contracts with primary care service providers, and to improve the statewide network of primary care services.

Description:

The subprogram contracts for primary care development and services, monitors contracted activities, provides guidance and technical assistance to contractors and others, maintains program guidance manuals, and coordinates with federal, state, county and community-based agencies involved in providing and/or improving primary care services and systems.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	10,215.0	10,741.6	10,741.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4.8	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	10,219.8	10,741.6	10,741.6
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To support the provision of primary health care to uninsured individuals.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of uninsured clients receiving primary care services visits provided through federal contracts	n/a	34,660	30,318	48,964
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Number of primary care visits provided through funded contracts	n/a	86,650	75,344	122,409
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				

HSA 5.14 **Subprogram Summary**
VITAL RECORDS
 Pat Adams, Office Chief
 Phone: (602) 364-1225
 A.R.S. § 36-301 to 347

Mission:

To collect, preserve, protect, and provide the records of birth and death events occurring in Arizona which touch the lives of every Arizonan and their descendants.

Description:

This subprogram is responsible for timely and accurate creation of all Arizona birth and death records, as required under Vital Record statutes and rules. The subprogram provides certified copies of birth and death records, as well as authorized amendments to those records, to over 300,000 customers each year.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,082.6	974.7	974.7
Other Appropriated Funds	0.0	170.4	170.4
Other Non Appropriated Funds	597.8	2,504.6	47.5
Federal Funds	467.1	1,115.0	626.9
Program total	2,147.5	4,764.7	1,819.5
FTE Positions	42.2	42.2	41.2

◆ **Goal 1** To decrease waiting time for Vital Records' customers for counter services in the Vital Records' lobby.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer wait time in Vital Records' lobby (in minutes)	20	22	20	20

Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of business days to process an application for birth and death certificates by mail	5	6	6	5

Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

HSA 6.0 **Program Summary**
COMMUNITY AND FAMILY HEALTH
 Niki O'Keeffe, Assistant Director
 Phone: (602) 542-1023
 A.R.S. § 36-132

Mission:

To strengthen the family and community by promoting and improving health status through leadership, collaboration and partnership.

Description:

Community and Family Health Services is composed of the following subprograms: Community Health, Oral Health, Women and Children's Health, Children with Special Health Care Needs, and Nutrition and Chronic Disease Prevention.

These subprograms are part of the Division's Public Health Prevention line, which also includes Primary Care Resources, Primary Care Systems and Services and Tobacco Education and Prevention.

This Program Contains the following Subprograms:

- ▶ **Community Health**
- ▶ **Oral Health**
- ▶ **Women's and Children's Health**
- ▶ **Children with Special Health Care Needs**
- ▶ **Chronic Disease Prevention and Nutrition Services**

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	25,243.9	32,440.1	35,246.9
Other Appropriated Funds	3,419.9	3,990.7	3,990.7
Other Non Appropriated Funds	58,978.9	73,842.2	78,387.1
Federal Funds	143,577.9	158,826.6	158,826.6
Program total	231,220.6	269,099.6	276,451.3
FTE Positions	276.9	274.3	274.3

HSA 6.1	Subprogram Summary COMMUNITY HEALTH
Raul Munoz, Deputy Assistant Director	
Phone: (602) 542-2818	

HSA 6.2	Subprogram Summary ORAL HEALTH
Joyce Flieger, Office Chief	
Phone: (602) 542-1866	
A.R.S. § 36-132	

Mission:

To strengthen the family and community by promoting and improving health status through leadership, collaboration and partnership.

Description:

The subprogram is responsible for policy development; coordination of planning and evaluation activities; program integration; coordination with upper management and other Department organizational units; coordination with local, state, and national agencies and organizations; preparation and distribution of reports; and CFHS operational functions.

The area is comprised of the Office of the Deputy Assistant Director for Public Health Prevention, Preventive Health and Health Services Block Grant Administration, the Medical Director, Epidemiology, and the Governor's Council on Physical Fitness.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	991.8	3,404.6	3,404.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	58.0	61.5	61.5
Federal Funds	1,323.4	1,694.4	1,694.4
Program total	2,373.2	5,160.5	5,160.5
FTE Positions	27.8	27.8	27.8

◆ **Goal 1** To increase the physical activity of children and adults.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of community events that promote physical activity to children and/or adults	129	140	75	75
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Number of schools reached through activity programs	156	178	100	100
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				

◆ **Goal 2** To increase local involvement with statewide health initiative (Healthy AZ 2010).

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of registered Healthy AZ 2010 projects	200	50	37	37

◆ **Goal 3** 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of community/agency presentations	6	8	8	10
Number of health projects for older adults	10	0	0	7

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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	357.0	200.0	200.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	374.5	476.7	476.7
Federal Funds	568.3	651.3	651.3
Program total	1,299.8	1,328.0	1,328.0
FTE Positions	10.5	10.5	10.5

◆ **Goal 1** To prevent oral diseases in children and adults.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
The percent of high-risk children in second grade who never had tooth decay	24	21	24	24
The percent of high-risk children who receive preventative dental care annually	24	25	27	28
The number of children receiving preventative dental sealants through the Arizona Dental Sealant Program	7,235	7134	7800	8200
The percent of the population served by community water systems with optimally fluoridated water	57	55	57	57
The number of children participating in the Arizona Fluoride Mouthrinse Program	23,881	23,850	31,900	32,000

◆ **Goal 2** To increase access to dental care for children and adults.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
The percent of adults who receive dental care annually	70	66.6	70	70
The percent of high-risk children who receive dental care annually	24	31	30	30
The percent of high-risk children through age 5 years who receive dental care annually	12.5	23	23	25

◆ **Goal 3** To assist communities in solving their own oral health problems.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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	22	26	30	30
Number of professionals and paraprofessionals trained in emerging oral health issues	1260	2240	2000	2000

HSA 6.3 **Subprogram Summary**
WOMEN'S AND CHILDREN'S HEALTH
 Jeanette Shea-Ramirez, Office Chief
 Phone: (602) 364-1419
 A.R.S. § 36-132

Mission:

To strengthen the family and the community by promoting and improving the health status of women and children.

Description:

The Office of Women's and Children's Health supports efforts to improve the health of Arizona's women and children. Activities focus on assessment of health status and identification of health issues, development of partnerships and planning to address health issues, and provision of "safety net" services.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,813.1	5,555.7	5,555.7
Other Appropriated Funds	3,419.9	3,990.7	3,990.7
Other Non Appropriated Funds	1,872.7	3,704.8	3,704.8
Federal Funds	8,664.3	8,673.2	8,673.2
Program total	17,770.0	21,924.4	21,924.4
FTE Positions	116.1	115.1	115.1

◆ **Goal 1** To reduce mortality and morbidity of the maternal and child population.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Reduction in the rate of deaths to under age 15 children caused by motor vehicle crashes	5.3	5.3	5.1	5.0
Reduction in rate of hospitalizations for nonfatal injuries and poisonings per 100,000 adolescents ages 15 through 19	624.4	627.4	620.0	615.0
Reduction in rate of hospitalizations due to violence against women per 100,000 women ages 18 and older	16.5	17.5	17.5	17.5
Number of newborns screened under the Newborn Screening Program	88,469	93,229	96,500	98,500
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Number of metabolic tests performed on each newborn	8	8	13	29
Number of child care health consultation service units provided	0	259	259	640
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Number of Community Health Nurse visits to High Risk Perinatal Program enrolled at risk infants within the first year of life	n/a	10,428	10,500	15,750

Explanation: FY 2007 estimate based on receipt of funding requested in decision package.

◆ **Goal 2** To increase access to health care.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 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	7,230	5,792	6,000	6,000
Number of children (ages 1 through 14) hospitalized for ambulatory care sensitive conditions per 100,000	475.4	568.7	580	580
Percent of Health Start women enrolled in the program in the first trimester of pregnancy	35	37	40	40
Number of Health Start participants	2,438	2,133	2,350	2,500

◆ **Goal 3** To reduce the number of child fatalities.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Percent of cases reviewed by local teams	95.5	89	96	97
Number of SIDS deaths in Arizona	37	33	33	33
Percent of SIDS cases reviewed by Local Child Fatality Review teams	100	100	100	100

◆ **Goal 4** To reduce the rate of occurrence of the ten leading causes of injury.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Unintentional injury-related deaths of children ages 1-14 (per 100,000)	9.1	8.1	8.0	8.0
Explanation: Calendar year data.				
Older adult death rates (ages 65-84) per 100,000 as a result of a serious fall	34.9	33.8	32.5	32.5
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Older adult death rates (ages 85+) per 100,000 as a result of a serious fall	272.5	264.3	260	260
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				

◆ **Goal 5** To collect and maintain accurate and complete data related to the incidence of traumatic brain injury to Arizona residents.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of cases identified	6,607	6,570	6,750	6,750
Number of data requests completed	15	5	20	20

HSA 6.4 **Subprogram Summary**
CHILDREN WITH SPECIAL HEALTH CARE NEEDS
 Cathryn Echeverria, Office Chief
 Phone: (602) 542-2584
 A.R.S. § 36-132

Mission:

To continuously improve comprehensive systems of care which enhance the health, future, and quality of life for children and youth with special health care needs, their families, and the communities in which they live.

Description:

The Office for Children with Special Health Care needs oversees systems, programs and policies related to children and youth with special health care needs and their families. These responsibilities are carried out through direct serve programs, community development, systems development, education, advocacy, data analysis, quality improvement activities, and public/private partnerships. The Office seeks to develop systems of care for these children/youth and their families and communities that are family-focused, comprehensive, timely and responsive, culturally competent, and directed toward allowing a child/youth to achieve their fullest potential.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	18,676.6	21,858.3	24,665.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	51,453.2	62,004.8	66,549.7
Federal Funds	2,200.3	2,525.4	2,525.4
Program total	72,330.1	86,388.5	93,740.2
FTE Positions	23.3	23.9	23.9

◆ **Goal 1** To provide family-centered services in communities.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of communities assessed	21	23	25	26

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Number of community teams	8	11	13	14
Number of parent/youth partnerships	48	77	100	100
◆ Goal 2	To maximize benefits for CRS members and applicants by enrolling them in other government programs.			
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of AHCCCS members	15,502	16956	18600	20350
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.				
Number of non-AHCCCS members	4,450	4150	4000	3800
SSI and Categorical members	14,408	15,724	17,200	18,800
Percent of members enrolled in SSI	31	37	37	37
Percent of members eligible for AHCCCS	79	80	80	80
CRS clients served (Title XIX, Title XXI, and non-Title XIX)	19,952	21,106	22,350	23,650
◆ Goal 3	To assess and assure quality of inpatient medical care by monitoring and analyzing program services.			
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of inpatient admissions	1,000	704	1400	1600
Number of potential quality issues	0	3	5	5
◆ Goal 4	To provide family-centered services to all CSHCN programs to assure increased family participation and improved satisfaction of care.			
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of families satisfied with services	97	97	97	97
Percent of Arizona families satisfied with services per the SLAITS survey	54	54	54	54
◆ Goal 5	To ensure that rates paid to providers for services delivered to CRS TXIX/TXXI members are actuarially sound.			
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of provider costs covered	100	100	100	100
◆ Goal 6	To ensure that contractors provide services within allocated funds to CRS State-Only members.			
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of services covered	100	100	100	100
◆ Goal 7	To provide a coordinated system of care for children with special health care needs.			
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of children served in the OCSHCN Service Coordination program	135	118	120	125
Number of children served in the Traumatic Brain Injury Services Coordination program	368	254	300	325
◆ Goal 8	To provide education to individuals and organizations/agencies regarding children with special health care needs.			
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Organizations/agencies provided training	65	82	90	100
Number of people provided training through tele-video	337	418	400	400

HSA 6.5 **Subprogram Summary**
CHRONIC DISEASE PREVENTION AND NUTRITION SERVICES
 Margie Tate, Office Chief
 Phone: (602) 542-1886
 A.R.S § 36-132

Mission:

To provide the leadership to promote the optimal nutrition status and well-being of Arizonans.

Description:

This subprogram directs the continued promotion, planning, implementation, assurance and evaluation of chronic disease prevention and nutrition programs and services. The subprogram collaborates with the public and private sectors and coordinates community education activities on risk factors for general and high-risk population groups. It responds to inquiries and referrals from the public and community resources. Nutrition services are made available through contractual agreements. The subprogram oversees several federal nutrition programs and surveillance systems.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,405.4	1,421.5	1,421.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,220.5	7,594.4	7,594.4
Federal Funds	130,821.6	145,282.3	145,282.3
Program total	137,447.5	154,298.2	154,298.2
FTE Positions	99.2	97.0	97.0

◆ Goal 1 To provide consultation and technical assistance services; train agency staff, providers, clients, parents, volunteers, and students in nutrition, food service management and health-related topics.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Training services provided	1,346	4331	4000	4000
Number of students trained	27	25	30	30

◆ Goal 2 To ensure child care programs and child care centers for children comply with meal pattern requirements in meals/snacks served by licensed child care centers to meet Dietary Guidelines for American standards.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of visits to child care programs	0	2	24	24

Explanation: Position vacant.

◆ Goal 3 To provide a quality assurance program for nutrition services provided by Children's Rehabilitative Services (CRS), and Arizona Perinatal Trust Hospitals.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of CRS nutrition services meeting guidelines	70	83.5	75	80

◆ Goal 4 To participate in collaborative nutrition education projects with state, local, professional associations or voluntary agencies; to plan, coordinate and implement Arizona Nutrition Network activities; and to conduct Arizona Grown/5 a Day for Better Health campaign in collaboration with the Arizona Department of Agriculture.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of nutrition related media impressions (in millions)	52.3	46	25	35

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Number of network core partners	46	47	43	45	Number of local health care providers trained on diabetes, nutrition, physical activity, asthma and environmental triggers in STEPS communities	20	15	30	36
Number of nutrition education materials for food stamp recipients	634,492	1,143,595	1,000,000	1,000,000	Number of physicians trained on BMI assessment and management in STEPS communities	50	50	50	0
Social marketing campaigns	6	3	7	3	Number of workgroup meetings held to develop comprehensive state plan for Obesity Prevention Program state plan	34	11	34	0
◆ Goal 5	To increase to 40 percent the proportion of the adult population that eats five or more servings of fruits and vegetables.				◆ Goal 12	To improve the delivery of breast and cervical screening for underserved women.			
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of adult population meeting nutrition standards	22.9	22.1	22.6	22.6	Number of women screened through the Well Woman Healthcheck program	7,000	5492	6000	7500
Number of senior participants receiving farmer market coupons.	n/a	4,339	1,070	10,000	Explanation: FY 06 estimate based on funding of decision package submitted.				
Explanation: FY 2007 estimate based on receipt of funding requested in decision package.					◆ Goal 13	To increase physical activity among Arizonans.			
◆ Goal 6	To develop and implement Community Nutrition Education Plans in rural schools targeting 1st through 3rd graders in elementary schools with an enrollment of 50 percent or more Food Stamp eligible children.				Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Percent of physically active older adults (age 65+)	69	71.9	75	75
Number of student interventions	38,920	33,308	25,000	25,000	Explanation: Rates reported for each fiscal year are the most recently available and reflect rates based on the prior calendar year. FY 2007 estimate based on receipt of funding requested in decision package.				
◆ Goal 7	To increase the average number of people served from 96,000 to 135,000 per month in the WIC Program.				◆ Goal 14	To develop a comprehensive cancer control plan for the State of Arizona.			
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average number of people served by WIC Program per month	157,235	153,066	155,000	165,000	Number of comprehensive cancer control steering committee meetings held	6	6	6	6
Percent of WIC infants breastfed at birth	68	33.5	75	75	◆ ◆ ◆ ◆ ◆ ◆				
Food benefits distributed at point of purchase	9,005,865	101858099	106010000	109300000					
◆ Goal 8	To maintain or increase the average number of participants per month in the Commodity Supplemental Food Program.								
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					
Average number of monthly participants in Commodity Supplemental Food Program	17,115	17,727	18,080	18,080					
Food benefits distributed	216,147	212,725	240,000	216,960					
◆ Goal 9	To increase intake of folic acid among women of childbearing age in Arizona.								
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					
Number of WIC participants receiving Farmers Market coupons	10,384	10,588	5,000	5,000					
Number of women of child bearing age receiving folic acid education and multivitamins	24,466	18,699	24,477	25,000					
◆ Goal 10	To improve the knowledge and skills of community leaders in relation to the creation of healthy communities.								
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					
Number of Arthritis Program sponsored self-help courses	30	28	50	50					
◆ Goal 11	To reduce the incidence of secondary disease and disability in people with chronic disease through effective communication about risk behavior.								
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					
Number of health professionals trained on accepted standards of care for people with diabetes	350	366	1280	600					
Percent of adults reporting diabetes	6.6	6.6	6.6	6.6					
Number of lay health workers trained on environmental triggers in STEPS communities	30	38	40	50					

HIA 0.0

Agency Summary
ARIZONA HISTORICAL SOCIETY

Anne I. Woosely, Ph. D., Executive Director
Phone: (520) 628-5774
A.R.S. § 41-821(A)

Mission:

To collect, preserve, interpret, and disseminate the history of Arizona, the West, and northern Mexico, as it pertains to Arizona.

Description:

The Arizona Historical Society (AHS) is a membership supported, nonprofit, state trust agency. It is governed by a policy-making board, comprised of 31 individual members, elected from the membership and representing each county in the state. The board-designated organizational structure consists of seven divisions, four of which have museums that directly support the mission of the Society by collecting, preserving, interpreting, and disseminating historical materials. These museums are located in Flagstaff, Tempe, Tucson, and Yuma. The Society museums maintain extensive library and archival collections used by a diverse general audience. The Publications Division supports the mission by producing the Journal of Arizona History, various historical books, and by maintaining the general editorial standards of written materials for the Society. The AHS Board develops the biennial budget and authorizes and approves all expenditures. The Administrative Division provides finance, budget, personnel, and management support to each of the divisions. The Community Outreach Program certifies and supports 63 local historical societies in preserving and disseminating Arizona history. The Society also supports other board-approved community activities that relate to its mission.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,461.4	4,063.2	3,979.5
Other Appropriated Funds	193.7	193.7	193.7
Other Non Appropriated Funds	1,100.8	647.5	647.5
Federal Funds	0.0	0.0	0.0
Program total	4,755.9	4,904.4	4,820.7
FTE Positions	59.5	70.9	70.9

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 fundraising 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total number of linear feet of archives processed sufficiently to provide public	711	721	725	729

access in the fiscal year				
Percent of three dimensional collections available to the public	95	96	96	96
◆ Goal 2 To interpret and disseminate the history of Arizona for a broad general audience.				
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of public programs	248	389	400	400
Public program attendance	185,337	193,000	200,000	200,000
Number of public inquiries	1,200,000	1480,000	1,500,000	1,500,000
On-site public attendance at local certified historical societies and museums.	1,950	783,555	800,000	800,000
Number of museum visitors and researchers	99,571	106,193	100,000	100,000
Number of volunteer hours	52,000	48,375	52,000	52,000
Administration as a percent of total cost	11.5	7.8	7.4	7.4



HEA 0.0

Agency Summary

BOARD OF HOMEOPATHIC MEDICAL EXAMINERS

Christine Springer, Executive Director

Phone: (602) 542-3095

A.R.S. § 32-2901

Mission:

To protect the public health, safety, and welfare by regulating Allopathic and Osteopathic physicians who apply for a homeopathic medical license and registering homeopathic medical assistants that work under the supervision of licensed homeopathic physicians that practice within the State of Arizona.

Description:

The Board of Homeopathic Medical Examiners regulates the practice of homeopathic medicine in Arizona. Homeopathy is a form of alternative medicine in which the fundamental premise for treatment is the belief that diseases are cured by medicines, given in tiny doses, that create symptoms similar to those the patient is experiencing, triggering the body's natural immune reactions. The Board reviews and examines the education, experience, and background of applicants to determine if they possess the qualifications required by law to practice homeopathic medicine and any of the 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 at the same time as the licensed physicians.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	71.4	80.9	78.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	71.4	80.9	78.3
FTE Positions	1.0	1.0	1.0

Strategic Issues:

Issue 1 *Funding for contract investigator and to enhance web-site to include complaints*

The Board members are charged with investigating complaints. If the Board had funds to hire an outside investigator to prepare investigative reports for more complex complaints a layer of impartiality would be created that would assist the board in its decision making process. Were complaint information readily available on the web-site the number of calls to the board office would decrease and the part-time executive director could attend to other administrative and professional duties

◆ **Goal 1** To issue, renew, or deny licenses, permits, and registrations in a timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Applications received (includes physicians, assistants, dispensing permits and chelation protocol reviews filed with an initial application)	33	34	35	35
New licenses issued (physician, assistants, chelation permits, and dispensing)	28	26	31	31
Licenses eligible for renewal (physicians, dispensing permits, chelation permits, and medical assistants)	240	244	235	235
Number of licenses renewed	235	226	241	241

Explanation: Total includes number of physicians, dispensing permits, assistants, and chelation permits renewed.

Renewal receipts mailed within 72 hours of receipt of completed application (does not include chelation Permits)	196	186	210	210
Average number of days from receipt of completed application to issuance or denial of certification	47	65.7	55	55

◆ **Goal 2** To receive, investigate, and adjudicate complaints consistent with the published timeframes of the board.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of complaints resolved within 120 days	57	77	52	51
Number of complaints or inquiries received	6	22	25	30
Complaints resolved by taking disciplinary action against licensee (includes LOC and Referral to County)	0	4	5	6
Suspension	0	0	2	2
Average number of days per investigation from start to final adjudication	130	69.3	150	155
Percent of licensees with disciplinary action	0	1	2	3
Total number of investigations conducted	4	15	10	10

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of information inquiries responded to within 48 hours	95	95	95	95



HOA 0.0

Agency Summary
HOUSE OF REPRESENTATIVES

James P. Weiers, Speaker

Phone:

Constitution Art. 4, Part 1, Section 1

Mission:

To serve the public by enacting laws that protect the public safety and welfare, to provide information to the public and to assist members of the public who contact their legislative representatives with questions, problems, or concerns.

Description:

The House of Representatives consists of 60 members elected by the public. Two members are elected from each of the 30 legislative districts in biennial elections. Members of the Legislature participate in activities related to the review and adoption of a wide range of topics that affect the citizens of Arizona. Members serve on standing committees, participate in interim projects and handle constituent concerns.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	10,917.4	12,399.9	12,399.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	10,917.4	12,399.9	12,399.9
FTE Positions	0.0	0.0	0.0

◆ **Goal**



HDA 0.0

Agency Summary
ARIZONA DEPARTMENT OF HOUSING

Sheila D. Harris, Ph.D., Director
Phone: (602) 771-1007
A.R.S. §41-3951-3953

HDA 1.0

Program Summary
HOUSING DEVELOPMENT AGENCY

Carol Ditmore, Operations Administrator
Phone: (602) 771-1062
A.R.S. § 41-1505; 41-1512; 41-1518

Mission:

To provide housing and community revitalization to benefit the people of Arizona.

Description:

The Agency provides housing and community revitalization to benefit the people of Arizona by addressing the unique and changing housing needs in this state. As Arizona grows and the economic and special needs of its population changes, the Agency is in a position to recognize those unique and changing needs and to respond throughout the state. Creative solutions are developed to be responsive to rural and urban areas as well as to special populations. As the population grows, the Agency is working toward sustaining current initiatives and simultaneously increasing the options to respond to new demands for affordable housing. The department provides both state and federal funding to promote housing and community development activities, as well as provides expertise and technical assistance to address these issues. The agency works closely with local governments, nonprofit and for-profit housing developers, social service agencies, tribal entities, public housing authorities and others to achieve its mission.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ HOUSING DEVELOPMENT AGENCY	85,794.2	91,488.0	100,775.5
➤ HOUSING FINANCE AUTHORITY	969.7	2,862.5	3,410.1
Agency Total	86,763.9	94,350.5	104,185.6

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	442.5	1,228.7	654.2
Other Non Appropriated Funds	24,557.4	29,504.0	38,147.3
Federal Funds	61,764.0	63,617.8	65,384.1
Program total	86,763.9	94,350.5	104,185.6
FTE Positions	66.0	65.0	65.0

Strategic Issues:

Issue 1 *Increase availability and sustainability of safe, decent, affordable housing in Arizona.*

The agency's key issue is to ultimately make a difference in the amount of safe, decent, and affordable housing that is available within the state, as such housing is an essential component to improving or sustaining the quality of life for every individual. Access to decent housing impacts every other aspect of life, including education, job security, health, safety, and general welfare.

Mission:

To provide housing and community revitalization to benefit the people of Arizona.

Description:

The Agency was established to provide housing and community revitalization to benefit the people of Arizona, by addressing the unique and changing housing needs in Arizona. As Arizona grows and the economic and special needs of its population change, the Agency will be positioned to recognize those unique and changing needs and to respond throughout the State. Creative solutions will be developed to be responsive to rural and urban areas as well as to special populations. As the population grows, the Agency will work toward sustaining current initiatives and simultaneously growing the options to respond to new demands for affordable housing.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	442.5	1,228.7	654.2
Other Non Appropriated Funds	23,587.7	26,641.5	34,737.2
Federal Funds	61,764.0	63,617.8	65,384.1
Program total	85,794.2	91,488.0	100,775.5
FTE Positions	63.0	62.0	62.0

◆ **Goal 1** To provide homeownership opportunities and a mix of rental options for Arizonans.

Performance Measures:

	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Total number of households assisted with eviction or foreclosure in order to prevent homelessness	3,715	3,806	3,700	3,700
Explanation: ADOH expects to allocate a level amount of funding to this activity through 2007.				
Total funds committed to homeownership programs including construction and acquisitions, rehabilitation of new and existing units, and first-time buyers. (rounded to thousands)	12,779.	14,726	15,450.	15,900.
Total number of households assisted into homeownership through down payment and closing cost assistance, acquisition and rehabilitation of units for new homebuyers or new construction of new units	199	1,183	1,478	1,508
Total funds committed to affordable rental units. (Numbers rounded to thousands)	173,422.	115,362.	79,600.	79,600
Total number of affordable rental units assisted/produced	4,240	3,358	4,311	4,418
Total number of individuals assisted with information on available affordable rental units through the agency's website	10,000	47,530	43,800	43,800
Total number of publicly funded rental units monitored for health and safety issues	13,397	17,843	18,300	20,800

Explanation: The number of units required to be monitored is expected to increase annually due to addition of new units being created through ADOH's rental programs.

◆ **Goal 2** To recruit, retrain and maintain a qualified, professional work force.

Performance Measures:

	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Percent of agency turnover	20	21	20	20

Explanation: We believe high agency turnover rate is attributable to relatively low state

salary ranges.

◆ **Goal 3** To maintain and further improve quality working relationships with our partners.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Results of customer satisfaction survey (7=excellent and 1=poor)	5.97	5.91	6.12	6.14

HDA 2.0

Program Summary

HOUSING FINANCE AUTHORITY

Carol Ditmore, Operations Administrator
 Phone: (602) 771-1062
 A.R.S. § 41-3901 through 41-3912

Mission:

To serve as a tool to augment the affordable housing goals of the Arizona Department of Housing for rural Arizona.

Description:

To serve as a tool to augment the affordable housing goals of the Arizona Department of Housing, primarily through bond issuances to: (1) finance the development and sustainability of affordable rental units; and (2) promote homeownership opportunities, in rural Arizona.

(Thousands)

Funding and FTE

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	969.7	2,862.5	3,410.1
Federal Funds	0.0	0.0	0.0
Program total	969.7	2,862.5	3,410.1
FTE Positions	3.0	3.0	3.0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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. (Numbers rounded to thousands)	5.0	11,932.	15,000.	20,000.
Total number of low-income households assisted into homeownership through the homeownership program	4	115	140	180
Total number of rental projects approved	2	1	2	3
Explanation: Two rental project were tentatively approved; there was no closing on bonds as of June 30, 2004.				
Total number of rental units created in approved rental projects	0	128	200	300
Explanation: Projects tentatively approved did not close or start construction as of June 30, 2004.				



IAA 0.0

Agency Summary

COMMISSION OF INDIAN AFFAIRS

Ron S. Lee, Executive Director
 Phone: (602) 542-3123
 A.R.S. § 41-541 to 543

Mission:

To build partnerships that enhance communication and intergovernmental relations with Arizona's 22 Indian Tribes and Nations.

Description:

The Arizona Commission of Indian Affairs (ACIA) assembles facts needed by tribal, state, and federal agencies to work together effectively; assists the State in its responsibilities to tribes by making recommendations to the Governor and the Legislature; confers and coordinates with other governmental entities and legislative committees regarding Indian needs and goals; works for greater understanding and improved relationships between Indians and non-Indians by creating an awareness of the needs of Indians in the State; promotes increased participation by Native Americans in state and local affairs; assists tribal groups to develop increasingly effective methods of self-government; and assists urban Indians.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	203.3	210.0	205.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	20.9	5.0	5.0
Federal Funds	0.0	0.0	0.0
Program total	224.2	215.0	210.1
FTE Positions	3.0	3.0	3.0

Strategic Issues:

Issue 1 *In 2002, ACIA was forced to eliminate the Indian Economic Development Program.*

Due to the 2002 Special Session and the additional 10% administrative budget reductions, ACIA eliminated one (1) FTE, the Business Development Representative (BDR). The BDR was responsible for the development and implementation of the Economic Development Program (EDP). As a result, ACIA has eliminated the goals for the EDP and consolidated the performance measures under a single goal, to improve communication and intergovernmental relations with Arizona's 22 Indian Tribes and Nations.

Issue 2 *In 2003, ACIA has eliminated its role in the appointment of tribal members to State Boards and Commissions.*

As part of the Governor's new vision to work closely with Arizona's Indian tribes, her office has taken an aggressive approach to recruit tribal members to State Boards and Commissions. As a result, many tribal members have since been appointed.

◆ **Goal 1** To improve communication and intergovernmental relations with Arizona's 22 Indian Tribes and Nations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of customer surveys rating overall satisfaction as good, better or excellent	87.00	88.0	89.0	90.0
Percent of overall satisfaction ratings that are good, better or excellent for four post Indian town hall meetings/legislative process workshops	83.00	85.0	87.0	89.0
Percent of overall satisfaction ratings that are good, better or excellent for two workshops on economic or community development issues	86.00	90.0	91.00	92.00



ICA 0.0
Agency Summary
 INDUSTRIAL COMMISSION OF ARIZONA
 Larry Etchechury, Director
 Phone: (602) 542-4411
 A.R.S. § 23-108.01

Mission:

To efficiently administer and effectively enforce all applicable laws, rules, and regulations not specifically delegated to others relative to the protection of life, health, safety, and welfare of employees within the State.

Description:

The Industrial Commission is a regulatory agency that was created in 1925 to oversee the state workers' compensation system. While the Commission is still responsible for its original charge, its role over the years has expanded to cover other labor-related issues, including occupational safety and health; youth employment laws; resolution of wage related disputes; licensing of employment counseling and talent agencies; vocational rehabilitation; and provision of workers' compensation benefits for claimants of uninsured employers, insolvent carriers, and bankrupt self-insured employers.

Agency Summary:

	(\$ Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ADMINISTRATIVE SERVICES	3,576.5	3,683.3	3,683.3
➤ WORKERS COMPENSATION CLAIMS ASSURANCE	2,825.8	3,321.7	3,321.7
➤ ADJUDICATION OF DISPUTES	4,887.9	5,333.6	5,333.6
➤ LABOR LAW ADMINISTRATION	639.3	676.6	676.6
➤ OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION	6,055.6	7,276.3	6,699.1
➤ SPECIAL FUND CLAIMS PROCESSING	772.4	879.3	879.3
➤ LEGAL COUNSEL	1,330.3	1,482.0	1,482.0
Agency Total	20,087.8	22,652.8	22,075.6

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	16,242.4	17,739.9	17,204.0
Other Non Appropriated Funds	151.8	183.9	183.9
Federal Funds	3,693.6	4,729.0	4,687.7
Program total	20,087.8	22,652.8	22,075.6
FTE Positions	310.0	313.0	313.0

Strategic Issues:

Issue 1 Resolving Disputes Before the Administrative Law Judge Division

From an operational standpoint, the ICA does not have any problem that would prevent it from fulfilling its statutory mandates in settling disputes. However, ICA is concerned with the amount of time that it takes to resolve a dispute before our Administrative Law Judge Division. Currently, on average, it takes approximately 118 days to resolve a dispute. However, there are cases where multiple medical experts testify, which may cause a dispute to take upwards of 7 to 12 months to resolve. Despite the fact that this appears to be about average for other states, the 5-member Commission has expressed concern regarding the length of time it takes to resolve these more complex cases. In March of this year, the Commission

implemented a fast track system in which medical reports could be utilized in lieu of live medical testimony. To date, this voluntary program has not been utilized by the legal community. The Commission will be holding informational meetings with the legal community in an attempt to effectively address this issue.

Issue 2 Insolvencies of Insurance Companies

We have a continuing concern with respect to issues that are related to the insolvencies of insurance companies and their impact on the continued solvency of the Special Fund. The Department of Insurance and the Industrial Commission are jointly investigating these issues. Based upon this investigation, we may pursue additional legislative changes or legal actions.

Issue 3 Workers' Compensation Benefit Levels

The Commission has a significant concern regarding the need to address workers' compensation benefit levels. Arizona is currently 49th in the country. While this is a legislative matter and outside the jurisdiction of the Commission, the Commission has a concern that the lack of action regarding this issue could jeopardize the workers' compensation system. To effectively address this issue, the parties (employer and employee organizations) need to get together to discuss and hopefully address this issue. The Commission has been attempting to get the parties together, however, to date, it has not been successful. The Commission will continue to act as a facilitator.

ICA 1.0
Program Summary
 ADMINISTRATIVE SERVICES

Gary R. Norem, Accounting Manager
 Phone: (602) 542-5380
 A.R.S. § 23-1, Art. 1

Mission:

To provide support services necessary to ensure the efficient and effective operation of the Industrial Commission.

Description:

Provides the following services: (1) Budgeting; (2) Accounting; (3) Data Processing; (4) Purchasing; (5) Facilities Management; (6) Workers' compensation statistical reporting; (7) Ombudsman's Office for Workers' Compensation; (8) Printing and mailing services; (9) Personnel services; (10) Processing and evaluation of applications for self-insured employers; (11) Approval of insurance carriers surety deposit requirements; and (12) Federal grant administration.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,480.5	3,579.9	3,579.9
Other Non Appropriated Funds	18.8	23.4	23.4
Federal Funds	77.2	80.0	80.0
Program total	3,576.5	3,683.3	3,683.3
FTE Positions	47.0	47.0	47.0

◆ **Goal 1** To process all personnel actions in an effective manner on a timely basis.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Actions processed	3,776	4,664	3,500	3,350
Percent of Agency staff turnover	7.16	14.43	10.5	10.5
Administration as a percent of total cost	9.0	9.2	9.0	9.0

◆ **Goal 2** To process all accounting transactions correctly on a timely basis.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Claims and purchase orders issued	2,646	2,705	2,925	2,950

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Warrants issued	17,255	17,895	18,200	18,200	Percent determined within 45 days	82	81	95	95
Average invoices not processed at months end	165	265	200	200	◆ Goal 3 To process lump sum settlement requests in the most efficient manner.				
Average invoices not paid at month's end	95	85	70	70					
Requisitions processed	680	687	700	710	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
					Lump sum requests processed	51	42	60	60
					Percent of requests processed within 15 days	84	83	90	90
◆ Goal 3 To process all self insurance applications and renewals efficiently and in a timely manner.									
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	◆ Goal 4 To process initial filing of Workers Compensation Claims on timely basis.				
Renewals and applications processed	107	106	110	110	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
					Number of claims for workers' compensation processed	135,645	139,121	150,000	150,000
◆ Goal 4 To resolve problems concerning claims of injured workers in efficient manner on a timely basis.									
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Percent processed within five days	97	97	97	97
Number of claimants contacted	3,444	3,080	5,000	5,000	◆ Goal 5 To ensure that workers' compensation claims are processed in a timely and efficient manner.				
Claimants' cases resolved	43	27	100	100	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
					Customer satisfaction rating for workers' compensation program (Scale 1-8)	7.0	7.0	7.0	7.0

ICA 2.0 **Program Summary**
WORKERS COMPENSATION CLAIMS ASSURANCE
 Noreen Thorsen, Manager
 Phone: (602) 542-4661
 A.R.S. § 23-6

Mission:

To ensure that all workers' compensation claims are processed in accordance with the rules and laws of Arizona.

Description:

The program regulates activities of insurance carriers, third party processors and self-insurers who process industrial injury claims; assesses penalties for bad faith or unfair claims processes; ensures that every injured worker is treated fairly and properly cared for in compliance with the law; and ensures that claims are accepted or denied within 21 days of receipt of notices of claim. Division makes determinations such as issuing awards for facial scarring and loss of teeth, approvals or denials of requests to leave the State, approvals or denials of requests to change physicians, average monthly wage awards and loss of earning capacity awards.

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,720.1	3,178.7	3,178.7
Other Non Appropriated Funds	105.7	143.0	143.0
Federal Funds	0.0	0.0	0.0
Program total	2,825.8	3,321.7	3,321.7
FTE Positions	84.0	84.0	84.0

◆ **Goal 1** To ensure that permanent disability awards are issued in timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Awards issued	3,314	3,763	3,400	3,400
Percent of awards issued within 90 days	45.5	43.6	62	62

◆ **Goal 2** To complete employees average monthly wage in most effective, efficient manner possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of wage determinations issued	16,588	16,749	17,500	17,500

ICA 3.0 **Program Summary**
ADJUDICATION OF DISPUTES
 Harriet Turney, Chief Judge
 Phone: (602) 542-5247
 A.R.S. § 23-6, Art. 3

Mission:

To adjudicate legal disputes in the areas of workers' compensation, occupational safety and health (OSHA) and youth employment.

Description:

The Division resolves disputes in workers' compensation cases arising out of decisions made by insurance carriers, self-insured employers or the Industrial Commission. The Division also adjudicates appeals by employers in OSHA and youth employment labor cases.

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,887.9	5,333.6	5,333.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	4,887.9	5,333.6	5,333.6
FTE Positions	55.0	55.0	55.0

◆ **Goal 1** To process and set hearings so that they are heard in a timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of petitions for hearing received: workers compensation	7,933	8,001	8,000	8,000
Petitions for hearing received: OSHA	82	128	100	100
Awards issued: Workers' Compensation	7,285	7,774	7,800	7,800
Average number of days to resolve a case by the administrative law judge division	130.5	118.5	118	118
Customer satisfaction rating for workers' compensation program (Scale 1-8)	7.0	7.08	7.1	7.2

◆ **Goal 2** To process requests for hearing in the most efficient, cost effective

manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Awards issued without hearing	4,798	4,927	5,000	5,000
Number of hearings conducted by the administrative law judge division	7,297	6,593	7,000	7,200

ICA 4.0

Program Summary
LABOR LAW ADMINISTRATION

Orlando Macias, Director

Phone: (602) 542-4515

A.R.S. § 23-3, Art 2, 23-2, Art 3, 7

Mission:

To provide for the administration of labor laws for 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, and the enforcement of youth employment laws which involve the issuing of penalties for violations.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	612.0	659.1	659.1
Other Non Appropriated Funds	27.3	17.5	17.5
Federal Funds	0.0	0.0	0.0
Program total	639.3	676.6	676.6
FTE Positions	15.0	15.0	15.0

◆ **Goal 1** To efficiently enforce the Child Labor Laws in a timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of injury reports reviewed	1,054	1,060	1,100	1,100
Child labor law violations investigated	156	184	200	200
Violations confirmed	58	66	70	70
Turnover time (time violations known to Labor to time violation confirmed (in days))	44	37	45	45

◆ **Goal 2** To efficiently process and investigate wage claims in a timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of claims filed	3,104	2,904	3,000	3,000
Average months to complete investigation	3.5	3.6	3.5	3.5

◆ **Goal 3** To efficiently process and monitor the licensing of private employment agencies.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average months to complete investigation	1.5	1.98	2.0	2.0
Percent of licenses processed within 90 days	.80	100	.80	.80
License applications processed	10	10	10	10
Complaints investigated	17	15	20	20

ICA 5.0

Program Summary

OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION

Darin Perkins, Director

Phone: (602) 542-5795

A.R.S. § 23-2, Art 10

Mission:

To ensure the safety of employees in the State of Arizona covered by the Arizona Occupational Safety and Health Act.

Description:

The Division administers the Arizona Occupational Safety and Health Act. The Division is responsible for enforcing the occupational safety and health standards in all industries in Arizona except: mining, establishments located on Indian reservations and federal agencies. The Arizona Division of Occupational Safety and Health focuses its efforts on compliance and consultation as it relates to Arizona's Occupational Safety and Health Act.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,439.2	2,627.3	2,091.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	3,616.4	4,649.0	4,607.7
Program total	6,055.6	7,276.3	6,699.1
FTE Positions	67.0	70.0	70.0

◆ **Goal 1** To effectively enforce all OSHA standard in safety compliance and industrial hygiene.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of health compliance inspections	463	302	496	496
Health violations	1,529	1,119	1,200	1,200
Number of safety compliance inspections	1,355	1,092	1,500	1,500
Safety violations found	2,200	2,110	2,000	2,000

◆ **Goal 2** To provide effective and timely voluntary consultation services to aid employers in recognizing and abating work place hazards.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Safety consultation surveys	744	915	700	700
Hazards	1,802	2,011	1,800	1,800
Health consultation surveys	187	166	200	200
Hazards	435	367	400	400

◆ **Goal 3** To provide statewide training programs to employees concerning specific safety related functions that are timely and effective.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Programs	386	390	400	400
Employers trained	3,545	2,844	3,000	3,000
Employees trained	4,923	6,034	5,500	5,500

◆ **Goal 4** To ensure that there is no danger to employees or the general public from Arizona boilers or elevators.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Boilers inspected	3,025	3,200	3,200	3,300
Deficiencies identified	616	700	700	700
Elevators inspected	4,686	4,580	5,000	5,000
Deficiencies identified	1,354	1,494	1,500	1,500

ICA 7.0

Program Summary
LEGAL COUNSEL

Laura L. McGrory, Chief Counsel
Phone: (602) 542-5781
A.R.S. § 41-192

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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	772.4	879.3	879.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	772.4	879.3	879.3
FTE Positions	19.0	19.0	19.0

◆ **Goal 1** To process claims of injured Special Fund claimants in timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average days between receipt of claims notice and issuance of award	19.0	18	17.0	16.0
Supportive care awards issued	21	37	30	30
No insurance awards issued	3,300	3,281	3,350	3,350
Rehabilitation awards issued	139	150	155	160

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 receivable 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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,330.3	1,482.0	1,482.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,330.3	1,482.0	1,482.0
FTE Positions	23.0	23.0	23.0

◆ **Goal 1** To provide quality legal representation to the Agency in contested legal matters.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
No Insurance cases referred for hearing	171	186	200	200
OSHA cases referred for hearing	85	124	125	125
Apportionment/Supportive Care Matters	94	142	150	175
Number of wage claim appeals	2	3	5	5
Litigation investigations completed	83	78	100	100
Civil Penalty Cases referred to hearing	20	20	25	25
Matters related to assignment of claims under ARS 23-966	n/a	21	40	100
Legal opinions & other miscellaneous	n/a	92	125	125
Rulemaking/Regulatory/Compliance/Legislation	n/a	22	25	25

◆ **Goal 2** To effectively collect debts owed to the Industrial Commission.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Collection investigations completed	38	39	40	40
Collection files opened	474	413	480	480
Delinquent collection accounts to Attorney General's office	194	154	200	200
Subrogation files opened	3	16	12	12

◆ **Goal 3** To effectively enforce compliance by Arizona employers with Arizona Workers' Compensation Insurance requirements.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Number of compliance referrals	1,888	1,708	1,800	1,900
Employers identified as uninsured	1,083	1,154	1,200	1,200
Compliance investigations completed	547	723	750	750
Civil penalties issued	65	150	150	150
Employers insured through our efforts	196	260	275	275
Injunctive proceeding initiated	5	53	60	60



IDA 0.0

Agency Summary
DEPARTMENT OF INSURANCE

Christina Urias, Director
Phone: (602) 912-8400
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 Arizona Revised Statutes Title 20; monitors and promotes the financial safety and soundness of insurers transacting business in Arizona; oversees the rehabilitation, liquidation and performance of claims obligations of insolvent insurers; develops and makes insurance-related information publicly available; protects insurance consumers against unfair and illegal market practices; assists consumers with insurance-related questions and problems; investigates cases involving fraudulent insurance claims; oversees the development of the captive insurance industry; and annually collects nearly \$400 million in insurance premium taxes and other revenues that benefit the General Fund.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ POLICY AND ADMINISTRATION	1,710.3	1,496.6	1,459.5
➤ SOLVENCY REGULATION	4,385.6	11,465.2	11,452.3
➤ CONSUMER SUPPORT	4,353.5	5,696.7	5,591.4
➤ FRAUD INVESTIGATION AND DETERRENCE	940.9	1,064.7	1,033.2
➤ LICENSING	633.9	907.7	885.8
➤ PREMIUM TAX COLLECTIONS AND ANALYSIS	142.9	147.4	142.4
➤ CAPTIVE INSURER PROGRAM	157.2	342.3	382.3
Agency Total	12,324.3	21,120.6	20,946.9

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,345.9	6,561.4	6,347.7
Other Appropriated Funds	0.0	25.0	25.0
Other Non Appropriated Funds	5,978.4	14,534.2	14,574.2
Federal Funds	0.0	0.0	0.0
Program total	12,324.3	21,120.6	20,946.9
FTE Positions	155.0	155.0	155.0

Strategic Issues:

Issue 1 *Preservation of state-based insurance regulation through modernization of state insurance laws, rules and regulatory practices*

The most critical issue facing Arizona and other states is the modernization and preservation of state regulation of the insurance industry. Advocates for a change to federal insurance regulation question whether the current state regulatory system can continue to protect consumers, while simultaneously encouraging insurers' economic development in expanding national and global markets.

Given that market forces vary from state to state, regulators must maintain their ability to effectively respond to unique market conditions with flexible solutions

and clear regulatory authority. In light of the long history of state regulation and state regulatory expertise in such important areas as financial solvency, rate supervision, market conduct and anti-fraud activities, the states (not the federal government) are best positioned to address the needs of consumers and the insurance industry in differing market conditions. The Arizona Department of Insurance (ADOI) and other state insurance regulators are, with considerable input from consumers and industry constituencies, working to foster a sound, competitive and market-responsive insurance industry by delivering a modernized, more efficient state-based regulatory system.

Issue 2 *The impact of technology on the insurance market and insurance regulation*

The Internet and the consequential development of information technology over the past decade have changed the nature of insurance marketing and regulation, thereby increasing ADOI's regulatory challenges and opportunities to deliver efficient and effective services that meet consumer expectations.

Issue 3 *Delivery of assistance to Arizona insurance consumers*

Consumer protection is one of ADOI's most important responsibilities. In an open competition regulatory environment, it is critical that ADOI provide consumer assistance, respond to consumer questions and complaints, and offer impartial up-to-date information and education to enable consumers to make informed decisions about their insurance needs, while making sure they receive the benefits and services they are entitled to receive under Arizona law. ADOI's consumer protection efforts not only benefit consumers in this way, but also promote an environment that fosters fair competition among insurers.

Issue 4 *New responsibility for health care delivery oversight and administration of timely pay and grievance laws*

Prior to 2000, the Arizona regulatory scheme bifurcated responsibility for governing health care service organizations (HCSOs or HMOs) and prepaid dental plan organizations (PDPOs) between ADOI and the Department of Health Services (DHS). In 2000, the Arizona Legislature enacted SB1330, SB1172 & HB2600, transferring all DHS responsibilities to ADOI effective July 1, 2001 and establishing health care provider timely pay and grievance requirements, enforceable for all health care insurers effective January 1, 2001.

Issue 5 *Fight against insurance fraud*

Insurance fraud is a serious social and economic problem in the United States, affecting all Arizonans with inflated insurance costs for personal and commercial insurance products. The ADOI Fraud Unit is committed to deterring, investigating and facilitating convictions for insurance fraud, stemming from large organized groups, terrorist groups, identity theft and individual opportunists. Purely an investigative unit, the Fraud Unit submits investigative files to the Arizona Attorney General's ("AG") Office pursuant to an intergovernmental service agreement funding one assistant attorney general dedicated to prosecuting insurance fraud cases.

The Fraud Unit is crucial to a properly balanced approach to combating insurance fraud, reducing fraudulent activity and protecting honest insurance consumers. In accomplishing its mission, the Fraud Unit reduces the inflationary impact of fraud passed on to consumers through higher costs of insurance products, while assuring insurers treat honest insurance claimants fairly.

IDA 1.0

Program Summary
POLICY AND ADMINISTRATION

Christina Urias, Director
Phone: (602) 912-8400
A.R.S. Title 20, A.A.C. Title 20, Ch. 6

Mission:

To provide leadership, direction, coordination and support, enabling the Agency to achieve its mission.

Description:

This program develops and implements administrative and regulatory policies and procedures; advises and supports the Governor's Office; provides technical support and advice to state legislators and the U.S. Congressional delegation; develops, recommends and implements insurance-related legislation; develops and promulgates appropriate rules and substantive policy statements; renders ultimate decisions in administrative proceedings necessary to enforce and administer the Insurance Code; coordinates legal representation provided by the Attorney General's Office; coordinates interaction with other state and federal agencies; coordinates with fellow state insurance regulators through participation in the National Association of Insurance Commissioners; interfaces with and coordinates outreach to major constituencies including the industry, licensees, consumers and the media; coordinates and participates in numerous task forces and advisory groups related to insurance regulation; develops the agency's Operational Plan, Budget Request, Information Technology Plan, Business Continuity Plan, Efficiency Review and Disaster Preparedness Plan; develops the Agency's operational policies; coordinates and directs the activities of the agency and its divisions, including continually improving the quality of customer service delivery; oversees the administration of boards and other public bodies within the agency; oversees the preparation and distribution of regulatory information to the public, including consumer oriented literature, statutorily required reports, the agency newsletter and the agency web site; coordinates responses to public records requests and subpoenas; oversees the development of the agency's workforce; and, provides agency accounting, budgeting, payroll, personnel, facilities management, risk management, telecommunication, information technology, mail processing and courier services.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,558.5	1,385.9	1,348.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	151.8	110.7	110.7
Federal Funds	0.0	0.0	0.0
Program total	1,710.3	1,496.6	1,459.5
FTE Positions	19.5	19.5	19.5

◆ **Goal 1** To efficiently and effectively coordinate, facilitate and support accomplishment of department-wide and divisional goals and objectives.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Expenditures for agency administration as a percentage of total agency expenditures	10.1	13.9	5.8	5.8

Explanation: Increases in the administrative costs percentage may be the result of improved program efficiency rather than administrative inefficiency.

◆ **Goal 2** To provide a satisfying work environment for agency employees.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of agency staff turnover	27.10	14.55	15.00	15.00
Percentage of Insurance Department employees surveyed who responded they were "satisfied" with their jobs (average of October and April surveys)	84.5	81.4	80.0	80.0

◆ **Goal 3** To provide quality accounting, budgeting, personnel and

procurement services to internal customers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of Insurance Department employees surveyed who responded they were "satisfied" or better with the Business Services Section (average of October and April surveys)	79.5	78.1	80.0	80.0
Percentage of purchases involving agency procurement activity that were made from small, women-owned, or minority-owned businesses	28.3	23.1	20.0	20.0

Explanation: Excludes purchases from other state agencies, state contracts, or office space rent. Prior figures treated contractor examiners as agency procured -- current report excludes contract examiners.

◆ **Goal 4** To provide quality information technology support to internal customers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of Insurance Department employees surveyed who responded they were "satisfied" or better with the Information Services Division (average of October and April surveys)	62.2	59.5	80.0	80.0

◆ **Goal 5** To promptly fulfill appropriate public records requests and subpoenas.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average calendar days to fulfill a public records request or respond to a subpoena from date request/subpoena received	10.2	6.0	15.0	15.0

IDA 2.0

Program Summary
SOLVENCY REGULATION

Gerrie L. Marks, Deputy Director
Phone: (602) 912-8456
A.R.S. § 20-101 et seq.

Mission:

To oversee and promote the ability of authorized insurers to perform their financial obligations under insurance policies.

Description:

The program monitors the solvency of insurers doing business in Arizona through field examination and analysis of financial and transactional filings; administers the estates of Arizona insurer receiverships; and, pays certain claims owed by insolvent insurers to Arizona residents.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	327.7	382.4	369.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,057.9	11,082.8	11,082.8
Federal Funds	0.0	0.0	0.0
Program total	4,385.6	11,465.2	11,452.3
FTE Positions	36.5	36.5	36.5

◆ **Goal 1** To provide quality services to examination customers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of examinees indicating "satisfied" or better	92.6	96.4	90.0	90.0

◆ **Goal 2** To efficiently and effectively analyze financially related filings of insurers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of priority domestic insurer annual financial reports analyzed by	100.0	100.0	100.0	100.0

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April 30th

Percentage of priority domestic insurer supplemental filings analyzed within 45 calendar days after receipt	95.0	77.0	100.0	100.0
Percentage of non-priority domestic insurer annual financial reports analyzed by June 30th	100.0	100.0	100.0	100.0
Percentage of non-priority domestic insurer supplemental filings analyzed within 90 days after receipt	98.0	94.0	100.0	100.0

◆ **Goal 3** To timely, efficiently and effectively examine domestic insurers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of domestic insurers examined within statutory time frames	100.0	100.0	100.0	100.0
Number of new domestic receiverships	1	0	0	0

◆ **Goal 4** To efficiently and effectively administer the Guaranty Funds.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage by which investment earnings of the Guaranty Funds exceeded the 90-day T-bill rate	0.0	2.1	10.0	10.0
Claims handling audit score (perfect score = 100) for claims handled by the Guaranty Funds office	96	100	90	90
Claims handling audit score (perfect score = 100) for claims handled by contract claims adjusters	93.5	97	90	90

◆ **Goal 5** To maximize the ability of insolvent insurers to pay valid creditor claims.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Receivership administrative expenses as a percentage of creditor payments for estates closed during the fiscal year	19.8	n/a	n/a	n/a

Explanation: It is impossible to predict the fiscal year in which a receivership will be closed or the amounts of administrative expenses and creditor payments that will have accumulated for that receivership. **UNDEFINED - No receivership estates were closed during the year.

IDA 3.0	Program Summary
	CONSUMER SUPPORT
Gerrie L. Marks, Deputy Director	
Phone: (602) 912-8456	
A.R.S. Title 20, A.A.C. Title 20, Ch. 6	

Mission:

To inform, assist and protect Arizona insurance consumers.

Description:

This program provides information and assistance to the public on a broad range of insurance-related issues, administers health care appeals, and performs investigations, examinations, and market surveillance in furtherance of consumer interests.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,763.4	2,845.4	2,740.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,590.1	2,851.3	2,851.3
Federal Funds	0.0	0.0	0.0
Program total	4,353.5	5,696.7	5,591.4
FTE Positions	60.8	60.8	60.8

◆ **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 and utilization management.

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of prepaid dental plan organization quarterly reports reviewed for compliance with laws and regulations	100	100	95	95

◆ **Goal 3** To efficiently and effectively analyze and examine insurers' marketing, claims, underwriting, and rating practices.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of market conduct examination reports filed within one year after exit from company for reports filed during the year	44	84	85	85
Amount of restitution recovered through market conduct examinations (in thousands of dollars)	90.0	21.4	100.0	100.0
Percentage of market conduct examination draft reports sent to the company within 90 days after exit	11	100	90	90

◆ **Goal 4** To efficiently and effectively monitor the competitiveness of the property and casualty insurance markets.

◆ **Goal 5** To efficiently and effectively review P&C rate filings to determine compliance with Arizona law.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of targeted open-competition rate filings (Article 4.1) reviewed within 90 calendar days from date filing received	97.0	97.0	90.0	90.0
Percentage of file-and-use rate filings (Article 4) reviewed by the effective date of the rates	99.0	100.0	95.0	95.0
Average to complete substantive review of file-and-use rate filings	8.70	14.60	15.00	15.00
Percentage of P&C rate filings submitted electronically	n/a	42.0	20.0	20.0

◆ **Goal 6** To efficiently and effectively evaluate, and secure corrective action to deficiencies in, health insurer compliance with timely pay and grievance laws.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of managed care examination reports filed within one year after exit from company for reports filed during the year	n/a	100	75	75
Percentage of managed care examination draft reports sent to the company within 90 days after exit	n/a	60	75	75

◆ **Goal 7** 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.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of P&C form filings on which review was completed within the prescribed substantive review period	99	96	95	95
Average calendar days to complete substantive review of Property and Casualty form filings	6.50	6.50	20.00	20.00
Percentage of L&H form filings on which review was completed within the prescribed substantive review period	99	99	99	99
Average calendar days to complete substantive review of L&H form filings	18.0	17.5	17.0	17.0
Percentage of form filers surveyed indicating "satisfied" or better	94.3	91.0	90.0	90.0
Percentage of form filings submitted electronically	9.3	16.8	15.0	15.0

◆ **Goal 8** To efficiently and effectively investigate apparent violations of the

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insurance code by insurers, professional service licensees and unauthorized parties, and to refer apparent violations for prosecution.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average calendar days to complete an investigation after receipt of complaint warranting an investigation	118.90	75.9	90.00	90.00

◆ **Goal 9** To efficiently and effectively administer health insurance external appeals process.

◆ **Goal 10** To efficiently and effectively render assistance to consumers and other constituents on insurance-related matters.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of success in locating liability coverage for difficult-to-place risks	98	98	95	95
Percent of survey respondents indicating satisfied or better with assistance rendered	69.90	76.2	80.00	80.00
Average days to resolve request for assistance	90.3	70.7	90.0	90.0

◆ **Goal 11** To efficiently and effectively make insurance-related information available to the public.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Survey responses indicating "satisfied" or better with publications	78.6	87.5	80.0	80.0

Explanation: Only 16 survey responses were received during FY 2005.

IDA 4.0 **Program Summary**
FRAUD INVESTIGATION AND DETERRENCE
 Terry L. Cooper, Fraud Unit Chief
 Phone: (602) 912-8418
 A.R.S. § 20-466 et. seq.

Mission:

To deter, investigate, and facilitate conviction for, insurance fraud.

Description:

This program receives investigative referrals from insurers and other sources, conducts criminal investigations of individuals, businesses and organizations alleged to be involved in submitting intentionally misleading claim-related information to insurers, or engaged in other forms of insurance fraud. The program also provides education and promotes awareness within the industry, law enforcement and the community concerning the deleterious effects of insurance fraud.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	940.9	1,064.7	1,033.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	940.9	1,064.7	1,033.2
FTE Positions	15.0	15.0	15.0

◆ **Goal 1** To efficiently and effectively investigate fraud referrals.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of investigations completed from referrals	286	422	275	275

Explanation: Number does not include proactive cases. Proactive cases are ones initiated by the Department.

Number of cases from referrals submitted for prosecution	32	119	35	35
Explanation: Includes Citations In Lieu of Detention and excludes proactive cases.				
Number of convictions from referral cases	37	103	35	35
Explanation: Excludes cases previously submitted for prosecution and awaiting judicial procedure.				
Average calendar days to complete an investigation for investigations completed during the year	65	148	65	65
Percentage of survey respondents indicating satisfied or better	68.1	56.3	62.5	60.0

◆ **Goal 2** To efficiently and effectively conduct targeted, proactive fraud investigations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of targeted, proactive investigations completed	211	186	190	190
Number of targeted, proactive cases submitted for prosecution	184	63	160	160
Number of convictions from targeted, proactive cases	7	68	6	6
Total restitution ordered from proactive investigations (in thousands of dollars)	33.2	679.9	35.0	35.0

◆ **Goal 3** To provide education and promote awareness within the industry, law enforcement and the community concerning the deleterious effects of insurance fraud.

IDA 5.0

Program Summary
LICENSING

Scott B. Greenberg, Chief Operating Officer
 Phone: (602) 912-8400
 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. Title 20 and grants licenses to those satisfying statutory prerequisites to provide insurance products and services in Arizona; and, oversees the administration of related activities, such as producer continuing education and pre-license examinations.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	599.5	735.6	713.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	34.4	172.1	172.1
Federal Funds	0.0	0.0	0.0
Program total	633.9	907.7	885.8
FTE Positions	17.6	17.6	17.6

◆ **Goal 1** To provide quality service to insurer license customers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of survey respondents indicating "satisfied" or better	91.4	92.6	85.0	85.0

◆ **Goal 2** To efficiently and effectively process insurer license applications.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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,	48.3	40.4	60.0	60.0

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Reinsurers, Service Corporations, Health Care Services Organizations and Prepaid Dental Plan Organizations

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 3** To provide quality service to professional service license customers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of survey respondents indicating satisfied or better	91.40	92.6	90.0	90.0

◆ **Goal 4** To efficiently and effectively process professional service license applications.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average Licensing Time Frames days required to render a decision on a producer license application from the date it was received	17.10	13.24	15.00	15.00

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	54,846	59,240	62,100	57,000
Total producers licensed at June 30	99,403	110,063	120,000	130,000
Percentage of (new) license applications and fee payments received electronically	0	13.2	25.0	25.0
Percentage of license renewal applications and fee payments received electronically	0	0	5	10

IDA 6.0 **Program Summary**
PREMIUM TAX COLLECTIONS AND ANALYSIS
 Scott B. Greenberg, Chief Operating Officer
 Phone: (602) 912-8400
 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	142.9	147.4	142.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	142.9	147.4	142.4
FTE Positions	2.8	2.8	2.8

◆ **Goal 1** To fully collect the premium tax required by law.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of prior fiscal year premium tax returns audited	98.9	82.4	100.0	100.0
Amount of tax, interest and penalties recovered through audits (in millions of dollars)	0.7	0.4	0.6	0.6

◆ **Goal 2** To efficiently deposit premium tax revenues.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average work days from date tax payment received to deposit with State Treasurer	2.6	2.1	2.0	2.0
Percentage of premium tax (installment and annual) reports and payments received electronically	0	0	0	0

◆ **Goal 3** To accurately forecast premium tax revenues.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Difference (absolute value) between tax revenue forecast and actual fiscal-year tax revenues collected	0.5	3.1	2.0	2.0

◆ **Goal 4** To provide quality service to premium taxpayers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of survey responses indicating "satisfied" or better	85.6	79.8	80.0	80.0

IDA 7.0 **Program Summary**
CAPTIVE INSURER PROGRAM

P. Rodney Morris, Captive Insurance Administrator
 Phone: (602) 912-8420
 A.R.S. Title 20, A.A.C. Title 20, Ch. 6

Mission:

To provide a regulatory environment that enables development of the domestic captive insurance industry, and to oversee the soundness of domestic captive insurers.

Description:

This program licenses Arizona captive insurers; through analysis and examination as warranted, monitors each captive insurer's performance to confirm compliance with applicable laws, to detect potentially hazardous conditions and to appropriately intervene; and, interacts with public and private stakeholders to foster an environment conducive to the development of a sound domestic captive insurance industry.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	13.0	0.0	0.0
Other Appropriated Funds	0.0	25.0	25.0
Other Non Appropriated Funds	144.2	317.3	357.3
Federal Funds	0.0	0.0	0.0
Program total	157.2	342.3	382.3
FTE Positions	2.8	2.8	2.8

◆ **Goal 1** To enable growth of the domestic captive insurance industry.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of new captive insurers licensed	16	23	15	15

◆ **Goal 2** To efficiently and effectively process captive insurer license applications

◆ **Goal 3** To efficiently and effectively oversee the soundness of domestic captive insurers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of captive insurer annual reports* analyzed within 30 calendar days of receipt	83.3	100	100	100

◆ **Goal 4** To provide quality information and services to captive insurer customers.

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of licensed captive insurers surveyed who responded they were "satisfied" or better with the agency's licensing and financial oversight activities	100.0	100.0	90.0	90.0



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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	677.8	2,775.0	2,775.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	677.8	2,775.0	2,775.0
FTE Positions	35.0	35.0	35.0

◆ **Goal**



COU 0.0

Agency Summary
JUDICIAL SYSTEM

Hon. Ruth McGregor, Chief Justice
Phone: (602) 542-9307
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. It serves the citizens of Arizona. The Judicial Branch consists of the Supreme Court, Court of Appeals, Superior Court, and limited jurisdiction (municipal and justice of peace) courts. The Arizona Constitution provides for the administrative supervision over all courts to rest with the Chief Justice of the Supreme Court. The Administrative Office of the Courts is charged with assisting the Chief Justice in discharging his/her administrative duties. The Arizona Judicial Council, created in 1990, assists the Supreme Court and the Chief Justice in developing and implementing policies and procedures designed to accomplish the integration of the court system pursuant to the Court's constitutional mandate.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ADJUDICATION	3,730.2	3,939.5	4,000.0
➤ ADMINISTRATIVE SUPERVISION (COURTS AND AOC SUPPORT)	6,290.4	6,390.2	8,078.0
➤ REGULATORY ACTIVITIES	763.6	1,373.5	955.9
➤ COURT ASSISTANCE	20,977.6	27,592.8	28,192.6
➤ FAMILY SERVICES	5,025.5	5,964.4	5,788.9
➤ JUDICIAL NOMINATIONS AND PERFORMANCE REVIEW	275.8	292.8	357.1
➤ COMMISSION ON JUDICIAL CONDUCT	347.8	360.6	403.6
➤ JUDICIAL COMPENSATION	14,666.4	15,833.1	16,281.5
➤ ADULT PROBATION SERVICES	23,798.6	25,550.3	30,478.9
➤ JUVENILE PROBATION SERVICES	56,259.9	60,455.3	66,194.3
➤ COURT OF APPEALS DIVISION I	7,685.6	8,316.1	8,744.1
➤ COURT OF APPEALS DIVISION II	3,347.2	3,783.4	3,927.5
Agency Total	143,168.6	159,852.0	173,402.4

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	113,800.6	117,541.2	134,135.0
Other Appropriated Funds	25,194.3	38,062.3	35,018.9
Other Non Appropriated Funds	4,173.7	4,248.5	4,248.5
Federal Funds	0.0	0.0	0.0
Program total	143,168.6	159,852.0	173,402.4
FTE Positions	546.0	527.2	577.7

Strategic Issues:

Issue 1 Providing Access to Swift, Fair Justice

The role of courts is to swiftly and fairly resolve cases. To accomplish this goal, courts must become efficient and user friendly. Challenges include addressing the needs of the growing ranks of unrepresented litigants, protecting the rights of victims, and speeding up the wheels of justice. Specific initiatives to achieve these objectives include creating self-help and information centers for those who cannot afford representation; putting case-related information on the web so that parties, witnesses, and victims can receive timely, accurate information; and re-engineering case processing systems so that cases are resolved more quickly. This is especially important in areas such as DUI processing. Arizona citizens have the right to an adequately funded system that employs modern technology to process cases and communicate information, protects the rights of victims, ensures that self-represented litigants have meaningful access to the courts, and is open and available to all members of the public. The initiatives supporting this goal will help ensure that Arizona's diverse population can be confident that our system of justice will be swift, impartial, fair, and compassionate to the victims of crime.

Issue 2 Protecting Children, Families, & Communities

Arizona's children and families are precious resources. Courts must be able to act swiftly and dispense justice in family law cases so that children are protected from neglect and abuse, and to make appropriate, permanent placements so that children do not languish in the custody of the state. All this must be accomplished while balancing the rights of parents. Domestic violence cases have skyrocketed and require emergency procedures to ensure the safety of domestic violence victims. In addition, Arizona's rapidly expanding and aging population has increased the number of cases involving vulnerable persons, elder care, probate, and fiduciary responsibility. The courts must engineer new case management processes and educate court personnel to efficiently resolve these family-related cases. Courts also oversee supervision of probation for those who have been convicted of criminal charges. Initiatives to enhance probation supervision call for increased automation to track probationers, enhanced efforts to collect restitution, additional training for probation officers, and improved methods to assist substance-abusing probationers. Courts must improve processes to protect children, families, and communities through innovative and forward-looking programs.

Issue 3 Being Accountable

Courts must ensure that judges and staff in all courts and at all levels are competent, professional, and customer service oriented. To accomplish this goal, courts must adopt a system of standards to measure operations and performance. What gets measured, gets done. To enhance public trust and confidence, courts must keep the public informed about our initiatives and must quickly investigate and resolve all allegations of misconduct. Courts must ask the right questions, apply the right standards, and spend the time necessary to improve the performance of all parts of the judicial system.

Issue 4 Improving Communication and Cooperation with the Community

Many members of the public do not fully understand our courts and how they operate. To ensure an informed public, courts must take responsibility to communicate clearly. We must also find ways to help the public make informed decisions about judges standing for retention by improving the information about judges' performance provided by the Commission on Judicial Performance. Courts must continue to improve jury management systems and selection procedures. Courts should increase not only their efforts to foster public understanding of the

judicial branch, but also their efforts to improve communications across all branches and levels of government. The initiatives supporting these goals include expanding direct outreach efforts to the public, increasing intra-branch cooperation with other levels of government, and expanding programs that foster mutual understanding and respect among all branches of government.

Issue 5 *Serve the Public by Improving the Legal Profession*

Working with the Arizona State Bar, the Court should implement strategic initiatives to improve public confidence in the legal system and in the lawyers who serve within the system. Because the Supreme Court regulates the practice of law, the Court should continually develop methods by which the legal profession can improve its service to the public. Other initiatives include examining existing rules that govern the practice of law and attorney admission and discipline and will revising those that cause unnecessary delay. The Court also will consider whether changes to rules of court procedure can reduce the cost of litigation, improve the timeliness of dispute resolution, or discourage unnecessary adversarial proceedings.

COU 1.0 **Program Summary**
ADJUDICATION

Kevin Kluge, Budget Director
Phone: (602) 364-1395
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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,730.2	3,939.5	4,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	3,730.2	3,939.5	4,000.0
FTE Positions	43.7	0.0	44.5

◆ **Goal 1** To provide fair and expeditious determination of cases. (Supreme Court activity is difficult to predict; estimates are based on FY 2000 activity level. Cases pending are as of 6/30.)

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
All cases on file	1,577	1,534	1,577	1,577
All cases terminated	1,210	1,122	1,210	1,210
Cases pending	367	412	367	367
New case filings	1,170	1,164	1,170	1,170

State Bar matters on file	173	183	173	173
State Bar matters terminated	176	173	176	176
State Bar activity reports	1,277	1,391	1,277	1,277
All other cases on file	34	31	34	34
All other cases terminated	21	19	21	21

COU 2.0 **Program Summary**
ADMINISTRATIVE SUPERVISION (COURTS AND AOC SUPPORT)

Dave Byers, Administrative Director
Phone: (602) 542-9307
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 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,290.4	4,390.2	8,078.0
Other Appropriated Funds	2,000.0	2,000.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	6,290.4	6,390.2	8,078.0
FTE Positions	57.8	61.2	61.2

◆ **Goal 1** To identify operational and administrative problems and recommend solutions and to uphold the integrity and independence of the judiciary.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Operational reviews completed	11	20	20	20
Average days to complete an operational review report	180	180	180	180
Average reviews per specialist	3	4	4	4

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Internal and external users connected to the Arizona Judicial Information Network	7,415	7,803	8,000	8,200
Infrastructure cost per user (dollars)	791	752	752	752
Uptime of network availability during normal operating hours (percentage)	99.98	99.83	99	99

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Uptime of systems availability during normal operating hours (percentage)	99.97	99.4	99	99
% of courts with automated accounting and case management systems	100	100	100	100
% of courts using COT approved and/or standard case management systems	96	96	96	96
% of users with AJIN access (percentage)	85	89	90	91

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total Number of Questions/Issues Received	14,824	18,742	22,500	27,000
Number of Questions/Issues Received - Urgent Priority	65	43	52	62
Percent of Questions/Issues Resolved Within 1 Business Day - Urgent Priority	85	65	85	85
Number of Questions/Issues Received - High Priority	397	362	435	525
Percent of Questions/Issues Resolved Within 2 Business Days - High Priority	84	71	85	85
Number of Questions/Issues Received - Medium Priority	13,338	16,651	20,000	24,000
Percent of Questions/Issues Resolved Within 3 Business Days - Medium Priority	71	75	85	85

COU 3.0 **Program Summary**
REGULATORY ACTIVITIES
Nancy Swetnam, Division Director
Phone: (602) 364-0362
A.R.S. § 32-4001 et. seq.

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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	655.1	1,251.8	834.2
Other Non Appropriated Funds	108.5	121.7	121.7
Federal Funds	0.0	0.0	0.0
Program total	763.6	1,373.5	955.9
FTE Positions	12.4	17.4	17.4

COU 3.1 **Subprogram Summary**
COURT REPORTERS

Rhonda Kmett, Program Coordinator
Phone: (602) 364-0386
A.R.S. § 32-4001 et. seq.

Mission:

To certify individuals in the state who engage in the stenographic reporting of proceedings in any Court and who take stenographic depositions for use in any Arizona court.

Description:

Title 32, Chapter 40, Arizona Revised Statutes, requires (as of July 1, 2000) individuals who engage in stenographic reporting of proceedings for use in any court in this state be certified by the Board of Certified Court Reporters. The Board administers examinations for the certification of court 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 court reporters and to take appropriate disciplinary action. The program began during FY 2000.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	108.5	121.7	121.7
Federal Funds	0.0	0.0	0.0
Program total	108.5	121.7	121.7
FTE Positions	0.9	1.4	1.4

◆ **Goal 1** To promptly process and review certification applications and reports for issuance, renewal or denial of certification

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Applications received (new and renewal)	525	514	525	530
Certifications granted	524	514	523	528
Certifications denied	1	0	2	2
Average number of days from receipt of application to decision regarding certification	n/a	n/a	30	30
Explanation: New measure - FY04 and FY05 data not available				
Number of certified reporters (end of year)	516	514	523	528

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Complaints received	21	20	25	25
Complaints closed	17	18	25	25
Disciplinary action	0	4	6	6
Average number of days from receipt of complaint to resolution by dismissal or disciplinary action	163	n/m	250	250
Explanation: n/m = not measured				
Complaint closure rate (percent)	n/a	90	100	100
Percent of cases closed within 22 month standard	n/a	50	98	98

COU 3.2	Subprogram Summary CONFIDENTIAL INTERMEDIARY
Linda Grau, Program Coordinator	
Phone: (602) 364-1308	
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 program provides for a CI, as specified by the court, to act as liaison between an adoptive parent, guardian or an adoptee or a birth parent 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, establishing fees, training, and standards of conduct for CIs with appropriate disciplinary action as necessary.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	108.9	226.0	200.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	108.9	226.0	200.8
FTE Positions	2.5	2.7	2.7

◆ **Goal 1** To promptly process and review applications for initial certification.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of applicants for certification	11	9	10	10
Number of days from receipt of complete application requirements to decision regarding certification	10	17	30	30
Number of individuals granted certification	11	9	10	10
Number of individuals denied certification	0	0	0	0
CIs certified (end of year)	50	49	50	50

◆ **Goal 2** To promptly process and review applications for biennial renewal of certification.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of applications received	12	11	15	15
Number of individuals granted recertification	12	11	15	15
Number of individuals denied recertification	0	0	0	0
Number of days from submission of complete renewal application to decision regarding renewal	15	29	30	30

◆ **Goal 3** To provide initial training to individuals eligible for certification and renewal training for certified CIs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of individuals receiving initial training	11	9	15	15
Percent who rate the initial training "above average or better"	85	98	85	85

◆ **Goal 4** To assist CIs to provide high quality service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Cases opened	225	173	200	200
Cases closed	198	183	225	200
Percent of customers that rate CI service as professional	85	99	85	90

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Complaints received	3	1	1	1
Complaints closed	3	1	1	1
Disciplinary action	0	0	1	1
Number of days from receipt of complaint to resolution by dismissal or disciplinary action	63	125	100	100
Complaint case closure rate (percent)	n/a	100	100	100
Percent of cases closed within standard of 22 months	n/a	100	98	98

COU 3.3	Subprogram Summary PRIVATE FIDUCIARY
Jo Rittenhouse, Program Manager	
Phone: (602) 364-0356	
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

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	181.8	261.0	235.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	181.8	261.0	235.8
FTE Positions	2.9	6.6	6.6

◆ **Goal 1** To promptly process and review certification applications and reports for issuance or denial of initial certification.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of applications received	112	54	50	50

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Number of individuals certified	38	43	20	20
Number of applications denied	4	0	3	3
Number of days from receipt of complete application requirements to decision regarding certification	14	12	12	10
Number of fiduciaries certified at end of year	303	336	310	330

◆ **Goal 2** To promptly process and review applications for biennial renewal of certification.

*Fiduciaries renew certification every other year, in the even numbered year. Therefore, there is no renewal in FY05.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of applications received	325	n/a	310	n/a
Number of individuals granted recertification	291	n/a	310	n/a
Number of applications denied recertification	12	n/a	5	n/a
Number of days from submission of complete renewal application to decision regarding renewal	45	n/a	30	n/a

◆ **Goal 3** To receive complaints, conduct impartial investigations and take appropriate action, ranging from dismissal of complaint to revocation of certification, in accordance with Arizona Revised Statutes and the code of conduct, administrative rules and orders adopted by the Arizona Supreme Court.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of complaints received	20	21	25	25
Number of complaints closed	1	79	50	30
Number of disciplinary actions	4	29	15	10
Number of days from receipt of complaint to resolution by dismissal or disciplinary action	618	300	250	220
Complaint case closure rate (percent)	n/a	376	200	100
Percent of complaints resolved within 22 month standard	n/a	43	75	98

Explanation: New measure - FY04 data not available

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of notice of engagement letters	4	4	4	4
Fieldwork completed	4	3	3	3
Corrective Action Plans in Place	4	3	3	3
Number of final reports completed	1	2	3	3

COU 3.4

Subprogram Summary
DEFENSIVE DRIVING SCHOOL REGULATION

Bob Schaller, Program Manager
Phone: (602) 364-0381
A.R.S. § 28-3391-3399

Mission:

To train, certify and monitor the use of defensive driving schools and defensive driving instructors by the Arizona courts.

Description:

Staff 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	364.4	764.8	397.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	364.4	764.8	397.6
FTE Positions	6.1	6.7	6.7

◆ **Goal 1** To ensure defensive driving schools and instructors meet established standards for administrative and educational quality.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Operational reviews of schools completed	2	3	3	3
Percent of instructors rated that are in compliance	92	95	92	92
Instructors monitored	158	135	155	155
Customer satisfaction rating for defensive driving schools (Scale 1-8)	TBD	n/m	7.5	7.5

Explanation: n/m = not measured

◆ **Goal 2** To ensure the statewide database provides accurate and timely information for eligibility and fee payment verification.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of normal hours database was available	100	100	100	100
Average days to complete error change requests from schools	2	1	2	1
Percent of student completions reported by schools on time	97	99	98	99
Court information change requests processed	93	106	100	100

◆ **Goal 3** To provide continuing training opportunities for instructors to improve the quality of the defensive driving classes.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
New instructors completing training	44	25	20	20
Current instructors receiving ongoing training	114	108	115	115
Percent of instructors indicating training programs are responsive to their needs	93	94	95	95

◆ **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.

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of bi-monthly school reports/fee payments reconciled monthly	100	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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Complaints received	n/a	4	4	4
Complaints closed	n/a	4	4	4
Complaint case clearance rate (percent)	n/a	100	98	98
Disciplinary actions	n/a	4	2	2
Average number of days from receipt of complaint to closure	n/a	39	200	200
Percentage of complaint cases closed within 22 month standard	n/a	100	98	98

◆ **Goal 6** To promptly process and review applications for certification.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Applications received	n/a	1	2	2
Certifications granted	n/a	1	2	2
Certifications denied	n/a	0	1	1
Average number of days from receipt of complete application to decision regarding certification	n/a	n/a	30	30
Explanation: New measure - FY04 and FY05 data not available				
Number of certified schools (end of year)	n/a	16	18	20

COU 4.0 **Program Summary**
COURT ASSISTANCE

Kevin Kluge, Budget Director
Phone:
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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,646.4	1,703.4	1,703.4
Other Appropriated Funds	16,550.3	23,313.9	23,913.7
Other Non Appropriated Funds	2,780.9	2,575.5	2,575.5
Federal Funds	0.0	0.0	0.0
Program total	20,977.6	27,592.8	28,192.6
FTE Positions	23.7	25.1	25.1

COU 4.1 **Subprogram Summary**
JUDICIAL EDUCATION

Marna Murray, Division Director
Phone: (602) 354-1000
Administrative Order 99-08

Mission:

To improve the service the judiciary provides to the public and internal customers by increasing the expertise, skills and abilities of all judicial personnel through a comprehensive, relevant, accessible and high-quality system of judicial education.

Description:

In support of the division's mission, staff have an obligation to provide mandated training for certain categories of court personnel. This includes orientation for new limited and general jurisdiction judges; a certification academy and testing component for new probation officers; and offerings in required programs for judicial staff, including programs on the court system, communication skills, dealing with the public and current issues in the court. In these and other programs, the division strives to involve individuals in the court system in the planning and implementation of programs for their respective positions; to fairly provide programs for all categories of judicial personnel; and to utilize a variety of delivery mechanisms to assure the availability of programs for individuals of all job categories and geographic locations.

This program supports and maintains a statewide system of judicial education and manages oversight of personnel compliance with judicial education standards; maintains, staffs and facilitates a comprehensive system of curriculum and program development committees; maintains a statewide system of local training coordinators to sponsor and monitor local training; conducts and/or facilitates curriculum, program and faculty development programs/processes for statewide judicial education; coordinates and produces conferences, workshops, seminars, videos and broadcasts for judges and non-judge staff; and implements directives of the Committee on Judicial Education and Training and its subcommittees: the Judicial College of Arizona, the Committee on Probation Education, and the Judicial Staff Education Committee.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	203.0	228.8	228.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	203.0	228.8	228.8
FTE Positions	2.0	2.0	2.0

◆ **Goal 1** To provide continuing education to all members of the judiciary.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of sessions offered to judges (limited, general and appellate jurisdictions)	162	183	170	170

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	1,865	1,104	1,750	1,750	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of sessions offered to probation, detention and surveillance officers									
Number of sessions offered to judicial staff	141	108	140	140	Total number of seminars/workshops	13	15	13	13
Number of judges participating in Education Services Division sponsored programs	882	1,038	900	900	Total number of conferences	5	5	5	5
Explanation: These are duplicated counts of judges, probation staff and judicial staff.					Total number of residential programs	110	65	110	110
Number of probation, detention and surveillance officers participating Education Services Division sponsored programs	1,719	1,180	1,650	1,650	Explanation: Number of residential programs due to addition of Defensive Tactics, Firearms Training, Officer Safety Train the Trainer, and Faculty Skill Development for Officer Safety Instructors statewide.				
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.					Total number of broadcasts	5	5	4	4
Number of judicial staff participating in Education Services Division sponsored programs	2,366	1,813	2,200	2,200	Total number of computer based programs	228	480	400	400
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.					Explanation: FY 2004 only includes 6 months of Learn2 classes as contract expired at end of December 2003, and new contract not signed until July 2004.				
					Total number of publications	9	11	9	9
					Total number of WENDELL website "hits"	45,200	58,615	45,000	45,000
					Total number of materials checked out of resource library	122	131	120	120

◆ **Goal 2** To assure a comprehensive system of judicial education for all categories of personnel

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of educational hours offered to judges (limited general and appellate jurisdictions)	15,753	16,089	15,800	15,800
Number of educational hours offered to probation, detention and surveillance officers	77,325	50,280	70,000	70,000
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 educational hours offered to judicial staff	15,683	14,148	15,000	15,000
Percent of judges in compliance with annual continuing education mandate	99	99.8	100	100
Percent of probation, detention and surveillance officers in compliance with annual continuing education mandate	99	99.8	100	100
Percent of judicial staff in compliance with annual continuing education mandate	99	99.1	100	100

◆ **Goal 3** To assure appropriate use of available resources to support a comprehensive system of judicial education

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of faculty used to train judges	263	230	275	275
Number of faculty used to train probation, detention and surveillance officers	726	490	720	720
Explanation: Probation faculty 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 faculty used to train judicial staff	225	162	200	200
Percent of total faculty used paid for services to train judges	2	<1	2	2
Percent of total faculty used paid for services to train probation, detention and surveillance officers	1	1	1	1
Percent of total faculty used paid for services to train judicial staff	3	6	3	3
Cost per participant hours from total budget to train judges	18	14.98	18	18
Cost per participant hours from total budget to train probation, detention and surveillance officers	93	10.35	92	92
Explanation: Probation cost jumped significantly due to creation and publication of new materials for Officer Safety programs.				
Cost per participant hours from total budget to train judicial staff	12	14	12	12

◆ **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

COU 4.2 **Subprogram Summary**
DOMESTIC RELATIONS
 Theresa Barrett, Program Manager
 Phone: (602) 542-9364
 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 are to address statewide strategic planning for child support and consolidation/revision of domestic relations statutes. In addition, this program provides staff support for the Committee on the Impact of Domestic Violence and the Courts, established by Administrative Order of the Supreme Court.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	700.1	725.4	725.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	<u>700.1</u>	<u>725.4</u>	<u>725.4</u>
FTE Positions	<u>6.3</u>	<u>5.5</u>	<u>5.5</u>

◆ **Goal 1** To provide timely, effective administrative and technical support to the legislative co-chairs and committee members.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of time minutes were provided in 10 days & notice 2 weeks prior to meeting	100	90	100	100
Percent of annual committee reports completed on schedule	100	90	100	100

◆ **Goal 2** To provide timely and effective administrative and technical support to domestic relations education on children's issues program administrators and providers and, to review standards and evaluate statewide domestic relations education on children's issues programs in accordance with statute and Supreme Court administrative order.

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Providers monitored	60	60	60	60
Percent of providers monitored in compliance with minimum standards	100	100	100	100
Number of parent education conferences provided on a biennial basis	n/a	n/a	1	n/a

Explanation: New measure - FY04 data not available

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of time minutes were provided in 20 days & notice 2 weeks prior to meeting	100	TBD	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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
State and local courts monitored and evaluated for proceedings and services following statutes and court rules	37	135	50	37

◆ **Goal 5** To maintain the competence of judicial officers in the appropriate determination and effective management of domestic violence cases.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of necessary annual updates done for the Bench Book for Orders of Protection and Injunctions Against Harassment in Domestic Violence Cases and related court policies	100	100	100	100
Percent of conducting at least one bi-annual statewide training conference specifically devoted to domestic violence issues	100	100	100	100
Appropriate judicial officers and court personnel educated in policies and procedures that help counties effectively address the needs of domestic violence victims	100	TBD	100	100

COU 4.3

Subprogram Summary
STATE GRAND JURY

Kevin Kluge, Budget Director
Phone: (602) 364-1395
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

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	108.8	108.8	108.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	108.8	108.8	108.8
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide for reimbursement of valid grand jury expenses, in accordance with Constitutional mandates.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Claims processed	9	8	8	8

COU 4.4

Subprogram Summary
POST CONVICTION RELIEF

Kevin Kluge, Budget Director
Phone: (602) 364-1395
Laws 1996, Ch. 7, 7th Spec. Session

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

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	135.5	137.2	137.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	135.5	137.2	137.2
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide for reimbursement of valid post-conviction relief proceedings.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Claims processed	13	13	13	13

COU 4.5

Subprogram Summary
JUDICIAL ASSISTANCE

Kevin Kluge, Budget Director
Phone: (602) 364-1395
AZ Const., Art. VI, Section 19, 20, A.R.S. 12-143, 38-813

Mission:

To provide for reimbursement of judges pro tempore and retired judges called to serve in the superior and appellate courts of Arizona.

Description:

The program provides the funding mechanism for payment of salaries of judges pro tempore when serving in the Superior Court, payment of retired judges' differential pay, and payment of travel expenses.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	80.5	84.7	84.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	80.5	84.7	84.7
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide reimbursement as required for judges pro tempore and retired judges called to serve in the superior and appellate courts of the state.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Reimbursement provided	25,000	80,460	84,700	84,700

COU 4.6 **Subprogram Summary**
STATE AID TO THE COURTS

Theresa Barrett, Program Manager
Phone: (602) 542-9364
Laws 1999, Chapter 346

Mission:

To improve the processing of criminal cases in the Arizona Superior Court and Justices 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	418.5	418.5	418.5
Other Appropriated Funds	2,067.2	2,445.1	2,442.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,485.7	2,863.6	2,860.7
FTE Positions	0.4	0.5	0.5

◆ **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 Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of counties' criminal cases processed within the 100 day target	42	59	42	42
Percent of counties conducting criminal case processing improvement projects	n/a	TBD	TBD	TBD

Explanation: New measure - FY04 data not available

COU 4.7

Subprogram Summary
JUDICIAL COLLECTION ENHANCEMENT

Janet Scheiderer, Director
Phone: (602) 542-9334
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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,744.7	12,783.1	14,725.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	10,744.7	12,783.1	14,725.5
FTE Positions	10.0	11.6	11.6

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of annual increase in court revenue	10	TBD	10	10
Percent of annual increase in collection rates in participant courts	9	TBD	TBD	TBD

◆ **Goal 2** To fund court automation projects likely to improve case processing or the administration of justice.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of all of the courts that have automated case and cash management systems	100	100	100	100
Percent of annual increase in overall court dispositions at all court levels	3.3	TBD	3.3	3.3
Clearance rate (dispositions/filings) for all cases at all court levels	.98	TBD	.98	.98

◆ **Goal 3** To expedite the processing of grant requests in a cost-effective manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Mean cycle days receipt of request to court notification of approval/denial	25	25	25	25
Grant management budget as percent of total budget	3	TBD	3	TBD

COU 4.8

Subprogram Summary
DEFENSIVE DRIVING

Janet Scheiderer, Director
Phone: (602) 542-9334
A.R.S. § 28-493

Mission:

To assist courts in enhancing case processing.

Description:

This program oversees the funds in excess of those needed to administer the Defensive Driving Regulation program. These excess funds are placed into the Traffic Case Processing Fund to aid courts. This is done by establishing new and better automation systems that will improve case management, fine collections, paperwork processing and Motor Vehicle Division reporting, and will reduce traffic case backlogs.

*Total FTEs do not include Grant Funded or Field FTEs.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,318.5	4,988.7	3,692.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,318.5	4,988.7	3,692.2
FTE Positions	2.6	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 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Percent of courts with a uniform statewide automation system	83	81	81	81

COU 4.9

Subprogram Summary
DRUG ENFORCEMENT

Laura Renstrom, Program Specialist
Phone: (602) 542-9467
A.R.S. § 41-2402

Mission:

To support the court and its components in furtherance of the federal and state war on drugs.

Description:

Monies from the drug and gang enforcement account are distributed by the Arizona Criminal Justice Commission to courts and probation departments for local efforts to deter, investigate, prosecute, adjudicate, and punish drug offenders and members of criminal street gangs.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,726.5	2,318.3	2,318.3
Federal Funds	0.0	0.0	0.0
Program total	2,726.5	2,318.3	2,318.3
FTE Positions	0.4	0.4	0.4

◆ **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 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Percent of sub-grantee financial reports and/or budgetary plans reviewed	100	100	100	100
Operational reviews conducted	2	3	2	2
Percent of operational reviews completed within prescribed time frame	0	100	100	100
Percent of follow-up reviews on non-compliance issues completed within prescribed time frame	100	100	100	100
Percent of budget modifications under \$25,000 processed within ten days from receipt	100	100	100	100
Percent of budget modifications over \$25,000 processed within twenty days from receipt	100	100	100	100

◆ **Goal 2** To enhance the ability of the courts and probation departments to process drug related cases more expeditiously and effectively.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Average days drug case processing	197	228	200	195
Percent of quarterly financial and progress reports submitted according to schedule	50	49	55	57
Cases that are over 361 days to disposition	1,451	1,805	1,600	1,500

COU 4.10

Subprogram Summary
ALTERNATIVE DISPUTE REGULATION

Theresa Barrett, Program Manager
Phone: (602) 542-9364
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. Grants will be discontinued in FY 2004; the funds will be used for developing educational programs instead (scholarships and conferences).

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	54.4	257.2	257.2
Federal Funds	0.0	0.0	0.0
Program total	54.4	257.2	257.2
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To create, improve, maintain, or enhance alternative dispute resolution programs in superior court and justice of the peace courts.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of volunteer mediators trained	n/a	TBD	TBD	TBD
Explanation: New measure - FY04 data not available				
Number of volunteer mediator training sessions held	n/a	TBD	TBD	TBD
Explanation: New measure - FY04 data not available				

COU 4.11 **Subprogram Summary**
 CASE PROCESSING ASSISTANCE
 Theresa Barrett, Program Manager
 Phone: (602) 542-9364
 A.R.S. § 41-2401.(D)(8)

Mission:

To enhance the ability of the courts to process criminal and delinquency cases.

Description:

The Case Processing Assistance Fund (CPAF) is used to enhance the courts' ability to process criminal and juvenile delinquency cases and processing orders of protection. 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:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,419.9	3,097.0	3,053.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,419.9	3,097.0	3,053.8
FTE Positions	2.0	2.1	2.1

◆ **Goal 1** To enhance the ability of courts to process juvenile delinquency cases.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent growth in filings	1.4	TBD	1.4	1.4
Clearance rate (dispositions/filings) of 1.00 or greater annually	.95	TBD	.95	.95
Months for disposition of pending cases	11	TBD	11	11

◆ **Goal 2** To enhance the ability of the courts to process criminal cases.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent growth in filings	5.4	TBD	5.4	5.4
Clearance rate (dispositions/filings) of 1.00 or greater annually	.88	TBD	.88	.88
Months for disposition of pending cases	12	TBD	12	12

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Mean cycle days receipt of request to court notification of approval/denial	21	11	21	21
Grant management budget as percent of total budget	1.3	TBD	1.3	1.3

◆ **Goal 3** To expedite the processing of grant requests in a cost-effective manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Mean cycle days receipt of request to court notification of approval/denial	21	11	21	21
Grant management budget as percent of total budget	1.3	TBD	1.3	1.3

COU 5.0

Program Summary
FAMILY SERVICES

William Stanton, Division Director

Phone: (602) 542-9409

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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,897.1	1,963.5	3,013.6
Other Appropriated Funds	3,128.4	4,000.9	2,775.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	5,025.5	5,964.4	5,788.9
FTE Positions	40.8	41.2	41.2

COU 5.1

Subprogram Summary
FOSTER CARE REVIEW BOARD

Caroline Laultt-Owens, Program Manager
Phone: (602) 542-9408
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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,897.1	1,963.5	2,199.8
Other Appropriated Funds	232.9	236.3	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,130.0	2,199.8	2,199.8
FTE Positions	36.2	36.2	36.2

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Children eligible for review during the fiscal year	7,931	9,281	7,994	8,264
Number of child reviews held during the fiscal year	14856	17048	18471	20210
Total number of reviews conducted within the fiscal year	8899	10095	10884	11831
Percent of reviews during fiscal year for which the board found that progress was being made towards establishing permanency	86	90	86	84

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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
FTEs to support volunteers (Does not include Support Pool)	35	38	38	41
Number of active volunteers at the end of the fiscal year	513	577	600	634
Average length of volunteer service at the end of the fiscal year	4.22	3.44	2.96	2.4
Number of volunteers meeting or exceeding the yearly training requirement	349	229	273	260

Number of active Removal Review volunteers during the fiscal year	105	117	121	126
Number of Removal Review volunteers meeting or exceeding the yearly training requirement	48	32	34	31

◆ **Goal 3** To provide accurate information to families in a caring, respectful manner

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Hotline Calls	2,037	2,007	2,000	2,000

◆ **Goal 4** To increase public and agency awareness of the Parent Assistance Hotline

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Yellow Page referrals	117	127	115	115
Agency Referrals	112	325	250	250
Calls attributable to brochures (DES)	61	263	250	250
Calls attributable to other advertising	1,747	1,291	1,000	1,000

◆ **Goal 5** To ensure that each child who is removed from home receives a review of his or her removal

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total number of Removal Reviews facilitated during the fiscal year	937	1727	2517	3307
Total number of children reviewed by Removal Review Team during the fiscal year	1633	2969	4305	5641
Number of removals in which the majority of the Removal Review team did not agree with the removal	0	19	38	57

COU 5.2

Subprogram Summary
COURT APPOINTED SPECIAL ADVOCATE

Linda Wright, Program Manager
Phone: (602) 542-9583
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. § 8-522-8-523, 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.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,431.6	3,250.3	2,775.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,431.6	3,250.3	2,775.3
FTE Positions	4.6	5.0	5.0

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	813.8
Other Appropriated Funds	463.9	514.3	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	463.9	514.3	813.8
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To maintain an adequate number of certified volunteer advocates.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Children eligible for CASA as of 6/30	7,137	7,845	8,077	8,308
Children with CASA assigned as of 6/30	1,504	1,539	1,574	1,604
Number of volunteers as of 6/30	851	822	842	858
Volunteers serving during the year	1,137	1,059	1,080	1,101
Number of volunteers during the year completing the required number of hours	512	450	486	550
Percent of number of volunteers serving during the year completing the required number of hours	45	42	47	49
Average number of in-service training hours volunteers received	11	11.4	11.4	11.4

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of volunteer files reviewed	50	54	100	100
Percent of required items reviewed and found to be in compliance	86	98	90	92
Total number of case files reviewed	50	47	100	100
Percent of required items reviewed and found to be in compliance	85	94	89	91

COU 5.3 **Subprogram Summary**
MODEL COURT - COURT IMPROVEMENT PROJECT

Suzanne D. Matsumori, Program Coordinator
Phone: (602) 542-9416
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.

◆ **Goal 1** To reduce the time frame from removal to permanency.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of petitions that met preliminary protective hearing requirements (within 5-7 days of removal)	83	76	90	90
Average number of days to adjudication	14	61	45	45
Percent of petitions for which a permanency hearing was completed within 12 months of removal	70	74	80	85

COU 6.0 **Program Summary**
JUDICIAL NOMINATIONS AND PERFORMANCE REVIEW
Eric Carlson, Division Director
Phone: (602) 542-9311
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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	275.8	292.8	357.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	275.8	292.8	357.1
FTE Positions	4.2	4.3	4.3

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Applications received from minorities and women as a percent of all applications	44	46	40	45
Nominations of minorities and women as a percent of all nominations	45	48	50	50
Percent of nomination lists submitted to the Governor within the 60 day constitutionally set time line	100	100	100	100

◆ **Goal 2** To efficiently meet their constitutional duties.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Cost per appellate court vacancy (dollars)	3,250	2,875	3,500	3,500
Cost per trial court vacancy (dollars)	1,200	1,015	1,400	1,400

◆ **Goal 3** To provide survey forms during each survey period for distribution to individuals who interact with a merit/retention judge.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Survey forms distributed	50,222	7,698	55,000	6,000
Survey forms returned	19,236	2,368	21,000	2,000

◆ **Goal 4** To widely disseminate the results of the survey and review process.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Pamphlets distributed (in thousands)	39	TBD	0	1,500
Distribution sites	1	TBD	1	2,001
Public Service Announcements	0	0	0	0
Telephone Contacts	45	112	50	200
Website Hits	4,952	221,492	5,000	200,000

COU 7.0

Program Summary
COMMISSION ON JUDICIAL CONDUCT

Keith Stott, Executive Director
Phone: (602) 542-5200
AZ Constitution, Article VI.I

Mission:

To investigate and resolve all complaints of judicial misconduct.

Description:

The Commission, comprised of 11 members, is an independent agency that has jurisdiction over all judges in the state, including Supreme Court justices, Court of Appeals judges, Superior Court judges, Justices of the Peace and municipal judges. It also has jurisdiction over commissioners, hearing officers, judges pro tempore, retired judges with temporary assignments, and all other judicial officers serving within the judicial branch of government. When all are taken into account, the Commission's jurisdiction extends to more than 530 judges and judicial officers throughout the state.

The Commission is required to investigate all complaints of judicial misconduct and may resolve them in one of several ways. Complaints that are frivolous or unfounded may be dismissed for lack of jurisdiction, insufficient grounds to justify investigation or no evidence of judicial misconduct. Cases involving serious misconduct are decided in formal hearings, similar to trials, that are open to the public. At the conclusion of a hearing, the Commission can formally recommend to the Supreme Court that a judge be publicly censured, suspended, removed or retired. The proceedings in less serious cases are handled informally and confidentially. In these cases the Commission can issue private letters of admonition or reprimand, require professional counseling, monitor a judge's conduct or impose various other conditions designed to correct or improve a judge's behavior.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	347.8	360.6	403.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	347.8	360.6	403.6
FTE Positions	5.0	5.0	5.0

◆ **Goal 1** To investigate and resolve all complaints of judicial misconduct, in accordance with Constitutional mandates. (Commission activity is collected on a calendar year. The 2003 column reflects data collected through 9/30/2003.)

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Inquiries	1,000	1,002	1,020	1,030
Complaints	345	308	330	340
Formal and Informal Actions	80	61	70	80

COU 8.0

Program Summary
JUDICIAL COMPENSATION

Kevin Kluge, Budget Director
Phone: (602) 364-1395
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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	14,666.4	15,833.1	16,281.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	14,666.4	15,833.1	16,281.5
FTE Positions	160.0	163.0	169.0

◆ **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.)

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
All cases on file	424,219	424,878	424,878	424,878
All cases terminated	207,473	207,485	207,485	207,485
Cases pending	213,971	207,485	207,485	207,485
New filings (includes transfer in cases)	204,031	214,609	214,609	214,609
Other proceedings	53,390	53,390	53,390	53,390

COU 9.0

Program Summary
ADULT PROBATION SERVICES

Kathy Waters, Division Director
Phone: (602) 542-9468
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 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 and FY 2005 and FY 2006 estimates have been adjusted accordingly.

This Program Contains the following Subprograms:

- ▶ **Standard Probation**
- ▶ **Intensive Probation**
- ▶ **Community Punishment**
- ▶ **Interstate Compact**
- ▶ **Drug Treatment and Education**

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	23,198.6	23,219.9	28,148.5
Other Appropriated Funds	600.0	2,330.4	2,330.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	23,798.6	25,550.3	30,478.9
FTE Positions	27.5	29.0	29.0

COU 9.1	Subprogram Summary STANDARD PROBATION
Kathy Waters, Division Director	
Phone: (602) 542-9468	
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 and FY 2005 and FY 2006 estimates have been adjusted accordingly.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	11,349.3	11,769.3	13,567.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	11,349.3	11,769.3	13,567.0
FTE Positions	12.4	13.3	13.3

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of county financial reports and/or budgetary plans reviewed	100	100	100	100
Operational reviews conducted	2	3	2	2
Percent of operational reviews completed within prescribed time frame	0	67	100	100
Percent of follow-up reviews on non-compliance issues completed within prescribed time frame	100	100	100	100
Percent of budget modifications under \$25,000 processed within ten days from receipt	100	100	100	100
Percent of budget modifications over \$25,000 processed within twenty days from receipt	100	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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of court-ordered restitution paid by active standard probationers	n/a	41	47	55
Explanation: New measure - FY04 data not available				
Percent of community service hours completed	n/a	62	65	67
Explanation: New measure - FY04 data not available				
Percent of probationers exiting standard probation and not committed to county jail or DOC	n/a	80	82	83
Explanation: New measure - FY04 data not available				

◆ **Goal 3** To assist in enhancement of education and training of probation officers and staff by providing regionalized and statewide training.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Certification Academies conducted	4	4	4	4
Regional training events	151	101	100	100
Percent of probation personnel in compliance with COJET requirements	99	100	100	100
Percent of officers hired after July 1, 1995 who attended the Certification Academy within first year of employment	100	100	100	100

◆ **Goal 4** To promote public safety by providing each county probation department with adequate resources to meet required operational standards based upon applicable statutes, administrative orders and funding requirements.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of probation departments in compliance with 60:1 mandate	80	93	100	100
Percent of probation departments whose funding is primarily used for payment of probation officer salaries	93	71	100	100

COU 9.2	Subprogram Summary INTENSIVE PROBATION
Kathy Waters, Division Director	
Phone: (602) 542-9468	
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 and FY 2005 and FY 2006 estimates have been adjusted accordingly.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	10,368.7	10,427.0	12,582.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	10,368.7	10,427.0	12,582.7
FTE Positions	10.3	10.8	10.8

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of county financial reports and/or budgetary plans reviewed	100	100	100	100
Operational reviews conducted	2	3	2	2
Percent of operational reviews completed within prescribed time frame	0	67	100	100
Percent of follow-up reviews on non-compliance issues completed within prescribed time frame	100	100	100	100
Percent of budget modifications under \$25,000 processed within ten days from receipt	100	100	100	100
Budget modifications over \$25,000 processed within twenty days from receipt	n/a	100	100	100

◆ **Goal 2** To promote victim and community restoration and hold accountable adult intensive probationers while also providing opportunities for behavioral change consistent with the needs of public safety.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of eligible IPS probationers participating in a treatment program	73	75	77	78
Percent of IPS probationers maintaining full-time employment	77	80	82	83
Percent of IPS probationers not testing positive for illegal drug use	73	68	70	73
Percent of court-ordered restitution paid by active IPS probationers	n/a	55	60	65
Explanation: New measure - FY04 data not available				
Percent of community service hours completed	n/a	82	85	87
Explanation: New measure - FY04 data not available				
Percent of probationers exiting IPS and not committed to county jail or DOC	n/a	48	50	52
Explanation: New measure - FY04 data not available				

◆ **Goal 3** To promote public safety by providing each county probation department with adequate resources to meet required operational standards based upon applicable statutes, administrative orders, and funding requirements.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of probation departments in compliance with statutorily prescribed caseload	100	80	100	100
Percent of probation departments provided sufficient operating motor vehicles	100	100	100	100

◆ **Goal 4** To provide an advanced training program (Arizona Institute for Intensive Probation) and technical assistance to IPS officers to ensure compliance with program direction.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
IPS institutes conducted	2	2	2	2
Percent of IPS officers completing the institute	100	100	100	100

COU 9.3

Subprogram Summary
COMMUNITY PUNISHMENT

Kathy Waters, Division Director
Phone: (602) 542-9468
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 and FY 2005 and FY 2006 estimates have been adjusted accordingly.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	910.5	436.2	1,341.0
Other Appropriated Funds	600.0	2,330.4	2,330.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,510.5	2,766.6	3,671.4
FTE Positions	1.0	1.0	1.0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of county financial reports and/or budgetary plans reviewed	100	100	100	100
Operational reviews conducted	2	3	2	2
Percent of operational reviews completed within prescribed time frame	0	67	100	100
Percent of follow-up reviews on non-compliance issues completed within prescribed time frame	100	100	100	100
Percent of budget modifications under \$25,000 processed within ten days from receipt	100	100	100	100
Percent of budget modifications over \$25,000 processed within twenty days from receipt	100	100	100	100

◆ **Goal 2** 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of active probationers who received CPP funded services	n/a	3,840	3,500	3,500

Explanation: New measure - FY04 data not available

COU 9.4	Subprogram Summary INTERSTATE COMPACT
Dori Ege, Program Specialist	
Phone: (602) 542-2324	
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 FY 2004, Maricopa County is not included in the statewide result and FY 2005 and FY 2006 estimates have been adjusted accordingly.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	570.1	587.4	657.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	570.1	587.4	657.8
FTE Positions	3.8	3.9	3.9

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of county financial reports and/or budgetary plans reviewed	100	100	100	100
Operational reviews conducted	2	3	2	2
Percent of operational reviews completed within prescribed time frame	0	67	100	100
Percent of follow-up reviews on non-compliance issues completed within prescribed time frame	100	100	100	100
Percent of budget modifications under \$25,000 processed within ten days from receipt	100	100	100	100
Percent of budget modifications over \$25,000 processed within twenty days from receipt	n/a	100	100	100

◆ **Goal 2** To facilitate the transfer and supervision of probation cases through the interstate compact.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of incoming cases processed within three days of receipt, as required	90	78	94	96

Percent of transfer investigation requests completed within forty-five days of receipt, as required	46	50	55	57
Percent of outgoing cases processed within five days of receipt, as required	97	94	97	99
Percent of victim assistance fund payments collected	68	77	73	75

COU 9.5	Subprogram Summary DRUG TREATMENT AND EDUCATION
Kim O'Connor, Treatment Manager	
Phone: (602) 542-9558	
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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of county financial reports and/or budgetary plans reviewed	100	100	100	100
Operational reviews conducted	2	3	2	2
Percent of operational reviews completed within prescribed time frame	0	67	100	100
Percent of follow-up reviews on non-compliance issues completed within prescribed time frame	100	100	100	100
Percent of budget modifications under \$25,000 processed within 10 days from receipt	100	100	100	100
Percent of budget modifications over \$25,000 processed within 20 days from receipt	100	100	100	100

◆ **Goal 2** To assess substance abusing probationers to determine an appropriate level of care to be recommended.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of all probationers that received DTEF funded treatment services assessed using the Adult Substance User Survey (ASUS)	n/a	9,609	9,500	9,500

Explanation: New measure - FY04 data not available

◆ **Goal 3** 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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	n/a	7,821	7,500	7,500
Number of probationers convicted of an ARS 13-901.01 1st or 2nd offense that received DTEF funded treatment services	n/a	4,989	4,500	4,500

COU 10.0 **Program Summary**
JUVENILE PROBATION SERVICES
 Rob Lubitz, Division Director
 Phone: (602) 542-9450
 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

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	52,715.1	53,738.7	59,477.7
Other Appropriated Funds	2,260.5	5,165.3	5,165.3
Other Non Appropriated Funds	1,284.3	1,551.3	1,551.3
Federal Funds	0.0	0.0	0.0
Program total	56,259.9	60,455.3	66,194.3
FTE Positions	33.6	36.2	36.2

COU 10.1 **Subprogram Summary**
STANDARD PROBATION
 Fred Santesteban, Program Manager
 Phone: (602) 542-9456
 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.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	7,620.5	7,845.2	8,912.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	7,620.5	7,845.2	8,912.2
FTE Positions	3.5	3.8	3.8

◆ **Goal 1** To ensure proper supervision of youth on probation.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of juvenile probation departments in compliance with mandated case load ratios of 35:1	100	93	100	100
Percent of youth who complete their term of probation without a referral, i.e. successful completion	79	TBD	TBD	TBD
Percent of juvenile probation departments (15) undergoing on-site visits	87	80	100	100

◆ **Goal 2** To manage and monitor the efficient and effective allocation and distribution of state appropriated funds.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of budget modifications reviewed and approved within two weeks	100	100	100	100
Percent of juvenile courts (15) whose plans are reviewed and approved	100	100	100	100

◆ **Goal 3** To promote victim and community restoration by holding juvenile probationers accountable for their court ordered financial and community service obligations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of juvenile probationers ordered to pay restitution, who pay	65	TBD	TBD	TBD
Percent of juveniles ordered to pay probation fees, who pay	60	TBD	TBD	TBD

COU 10.2

Subprogram Summary
INTENSIVE PROBATION

Fred Santesteban, Program Manager
Phone: (602) 542-9456
A.R.S. § 8-351

Mission:

To effect positive change in a high risk juvenile population through a highly structured community based probation program committed to the prevention of further juvenile offenses and the protection of the community.

Description:

The program provides probation teams that deliver intensive supervision, which emphasizes surveillance, treatment, work, education and home detention, to juvenile offenders. The program seeks to reduce commitments to the Arizona Department of Juvenile Corrections and other institutional or costly out-of-home placements, thus reserving space for more serious youthful offenders. Probationers are required: to participate in one or more of the following for 32 hours per week: school, court-ordered treatment, employment or community service; if able, to pay required court-ordered fees; to remain at a place of residence, except as allowed and approved by the supervising probation officer; to allow administration of drug and alcohol tests; and to meet other conditions set by the court.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	12,950.3	13,496.8	14,705.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	12,950.3	13,496.8	14,705.4
FTE Positions	5.3	5.8	5.8

◆ **Goal 1** To ensure the proper level of intensive supervision of high risk probationers .

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of JIPS case load monthly reports reviewed	100	100	100	100
Percent of juvenile probation departments (15) visited	87	80	100	100
Percent of county JIPS programs (15) receiving informal on site monitoring reports	87	80	100	100
Percent of departments exceeding 95% compliance with contact standards as measured in quarterly performance audits	73	80	100	100

◆ **Goal 2** To ensure that JIPS officers are trained and meet established standards.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of JIPS officers passing initial academy testing	96	100	100	100

◆ **Goal 3** To manage and monitor the effective and efficient allocation and distribution of state appropriated funds.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of budget modifications reviewed and processed within two weeks of receipt	100	100	100	100
Percent of juvenile courts (15) whose plans and budgets are reviewed and approved	100	100	100	100

◆ **Goal 4** To evaluate the statewide JIPS program aimed at reducing juvenile

commitments to the Department of Juvenile Corrections or other institutional or costly out of home placements.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Biennial longitudinal study of JIPS effort conducted	0	0	0	0
Percent of JIPS youth who complete JIPS without a referral, i.e., successful completion	73	TBD	TBD	TBD

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of the juvenile intensive probationers ordered to pay restitution who are paying	63	TBD	TBD	TBD
Percent of the juvenile intensive probationers ordered to pay probation fees who are paying	49	TBD	TBD	TBD

COU 10.3

Subprogram Summary
TREATMENT SERVICES

Fred Santesteban, Program Manager
Phone: (602) 542-9456
A.R.S. § 8-322

Mission:

To administer a comprehensive continuum of community based treatment services and diversion programs for delinquent and incorrigible youth placed on probation to reduce repetitive juvenile offenses.

Description:

The Juvenile Treatment Fund is the primary fund that provides intervention services for youth on probation. The Administrative Office of the Courts administers the procurement, contracting and monitoring of statewide contracts for services provided to youth on probation. The fund provides the resources to assist the probation officer in enforcing the terms of probation through a comprehensive continuum of services to ensure accountability, skill development, community safety and crime reduction. Funding for the Progressively Increasing Consequences program was transferred from Juvenile Treatment Services in FY 1998 to its own special line item.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	22,101.4	22,184.8	24,895.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,284.3	1,551.3	1,551.3
Federal Funds	0.0	0.0	0.0
Program total	23,385.7	23,736.1	26,446.4
FTE Positions	19.5	19.2	19.2

◆ **Goal 1** To audit and evaluate treatment programs for contract compliance and effective service delivery.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Service contractors audited for compliance with program standards	39	71	48	48
Percent of contractors monitored in satisfactory compliance with established program standards (70%+)	82	84	85	85
Average cost per contract to audit (dollars)	791	501	600	600
Average hours per contract to audit and write report	32	20	24	24

◆ **Goal 2** To provide a comprehensive array of services and interventions for youth on probation.

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Average age of youth participating in program	15	TBD	TBD	TBD
Youth served	23817	23,000	23,000	23,000	Average sessions per family	6	TBD	TBD	TBD
Youth provided out of home services	1,418	1,218	1,218	1,218					
Youth provided day support services	144	178	178	178					
Youth provided counseling intervention	9,520	8,891	8,891	8,891					
Youth provided drug testing	14,788	14,051	14,051	14,051					
Youth provided evaluations and other services	5,225	2,507	2,507	2,507					
Youth provided educational and vocational services	14,903	8,425	8,425	8,425					
Percent of youth who don't re-offend within 12 months of program completion	50	TBD	TBD	TBD					
Percent of youth with successful outcomes in functional family therapy	72	TBD	TBD	TBD					
Percent of youth with successful outcomes in Family Preservation	28	TBD	TBD	TBD					
Percent of youth with successful outcomes in high impact residential	80	TBD	TBD	TBD					
Percent of youth with successful outcome in violence intervention programs	87	TBD	TBD	TBD					

COU 10.5 **Subprogram Summary**
PROGRESSIVELY INCREASING CONSEQUENCES (PIC-ACT)
 Fred Santesteban, Program Manager
 Phone: (602) 542-9456
 A.R.S. § 8-321

Mission:
To ensure accountability by administering a comprehensive array of consequence programs for youth diverted from the formal court process.

Description:
 The Progressively Increasing Consequences monies provide the opportunity for youth to be held accountable for specific offenses without the formal court process. Youth are required to attend programs which emphasize accountability, restitution, skill development, crime reduction and community safety such as Teen Court, community work service, life skill education classes and problem solving. The funding for this program was transferred in FY 1998 from the Juvenile Treatment Services Special Line Item to a newly created Progressively Increasing Consequences Special Line Item.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	9,391.9	9,551.5	10,304.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	9,391.9	9,551.5	10,304.6
FTE Positions	0.0	0.0	0.0

COU 10.4 **Subprogram Summary**
FAMILY COUNSELING
 Fred Santesteban, Program Manager
 Phone: (602) 542-9456
 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	651.0	660.4	660.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	651.0	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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Juvenile courts assisted in the development of approved family plans	15	TBD	TBD	TBD
Families served	1,693	TBD	TBD	TBD
Average cost per family (dollars)	331	TBD	TBD	TBD

◆ **Goal 1** To ensure diversion eligible referrals are processed in a timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of juveniles with an intake interview within 30 days of receipt of referral by the juvenile court	48	TBD	TBD	TBD

◆ **Goal 2** To promote victim and community restoration by holding diversion youth accountable for their assessed financial obligations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of diversion youth assessed restitution, who pay	46	39	46	46
Percent of parents of diversion youth assessed one-time parental assessment fee, who paid	64	66	66	66

◆ **Goal 3** To ensure consequences are successfully completed.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Community Work Service case closures that were successfully completed	85	84	85	85
Percent of Counseling case closures that were successfully completed	83	83	83	83
Percent of Delinquency Prevention Education case closures that were successfully completed	86	84	84	84
Percent of Substance Abuse Education case closures that were successfully completed	92	92	92	92

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Percent of Non-Residential Rehabilitation or Supervision case closures that were successfully completed	92	95	95	95
Percent of diversion programs showing a minimum of 15% positive change between pre and post test	90	TBD	TBD	TBD

COU 10.6

Subprogram Summary
JUVENILE CRIME REDUCTION

Lynn Wiletsky, Program Manager
Phone: (602) 542-9309
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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,260.5	5,165.3	5,165.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,260.5	5,165.3	5,165.3
FTE Positions	5.3	7.4	7.4

◆ **Goal 1** To manage and monitor the distribution of JCRF grant funds.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of on-site monitoring visits conducted (non-random sample)	90	50	99	99
Percent of programs in compliance with financial requirements	99	99	99	99
Percent of programs in compliance with program requirements	99	99	99	99

◆ **Goal 2** To promote the development of promising community-based programs for youth.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Local programs funded	17	18	18	18
Youth served in local programs	33,500	33,864	37,000	37,000
Formal evaluations conducted (non-random sample)	1	0	1	1
LEARN labs	31	32	32	32

◆ **Goal 3** To oversee the distribution of federal education monies to the counties for juvenile detention education services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Counties receiving funds	15	15	15	15
Juveniles served	18,836	17,959	18,000	18,000
Percent of on-site fiscal and program audits conducted	54	40	50	50
Percent of programs audited in compliance	99	99	99	99

◆ **Goal 4** To ensure that juvenile courts and probation departments are in compliance with statutes, administrative orders, funding agreements, rules, program plans, and policies and procedures.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Operational reviews conducted	5	5	5	5
Percent of departments reviewed that are in compliance	99	99	99	99

◆ **Goal 5** To support the administration and programs of the Arizona juvenile court system.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Automation projects funded	4	4	4	4
Loss prevention issues addressed in detention centers	5	5	4	5
Community Advisory Board programs funded	10	10	10	10

COU 11.0

Program Summary
COURT OF APPEALS DIVISION I

Philip G. Urry, Clerk of the Court
Phone: (602) 542-4821
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.

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(Thousands)			Cases pending	1,243	954	1,100	1,000	
Funding and FTE Summary:								
	FY 2005 Actual	FY 2006 Est	FY 2007 Est	New case filings	889	902	1,200	1,000
General Funds	7,685.6	8,316.1	8,744.1	Customer Satisfaction rating for settlement program (Scale 1-8)	7.5	7.5	7.5	7.5
Other Appropriated Funds	0.0	0.0	0.0	Cases upheld upon review	803	819	1,000	1,100
Other Non Appropriated Funds	0.0	0.0	0.0		◆	◆	◆	◆
Federal Funds	0.0	0.0	0.0		◆	◆	◆	◆
Program total	7,685.6	8,316.1	8,744.1					
FTE Positions	102.8	106.8	106.8					

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
All cases on file	4,798	5,132	5,132	5,132
All cases terminated	2,684	2,630	2,630	2,630
Cases pending	2,114	2,502	2,502	2,502
New case filings	2,596	2,970	2,970	2,970
Customer Satisfaction rating for settlement program	6.65	6.37	6.7	6.7
Cases upheld upon review	2,083	2,041	2,041	2,041

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.

(Thousands)			
Funding and FTE Summary:			
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,347.2	3,783.4	3,927.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	3,347.2	3,783.4	3,927.5
FTE Positions	34.5	38.0	38.0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
All cases on file	2,083	2,172	2,100	2,100
All cases terminated	840	1,208	1,100	1,150

DJA 0.0
Agency Summary
 DEPARTMENT OF JUVENILE CORRECTIONS
 Michael Branham, Director
 Phone: (602) 542-4302
 A.R.S. § 41-2802

Mission:

To enhance public protection by changing the delinquent thinking and behavior of juvenile offenders committed to the Department.

Description:

The Arizona Department of Juvenile Corrections (ADJC) is the state agency responsible for juveniles adjudicated delinquent and committed to its jurisdiction by the county juvenile courts. The ADJC is accountable to the citizens of Arizona for the promotion of public safety through the management of the state's secure juvenile facilities and the development and provision of a continuum of services to juvenile offenders, including rehabilitation, treatment, and education.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ HOUSING	31,699.9	37,501.5	42,111.3
➤ REHABILITATION	35,366.1	34,394.3	37,137.0
➤ ADMINISTRATION	8,710.8	9,014.3	9,471.3
Agency Total	75,776.8	80,910.1	88,719.6

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	68,195.1	69,801.3	78,217.4
Other Appropriated Funds	3,661.5	6,246.8	5,675.0
Other Non Appropriated Funds	491.8	738.8	704.0
Federal Funds	3,428.4	4,123.2	4,123.2
Program total	75,776.8	80,910.1	88,719.6
FTE Positions	1,222.0	1,217.2	1,356.2

Strategic Issues:

Issue 1 Transformation of Department

On June 6, 2002 the U.S. Department of Justice (DOJ), Civil Rights Division notified the State of Arizona of their intent to conduct an investigation of three of the state juvenile correctional facilities, pursuant to the Civil Rights of Institutionalized Persons Act (CRIPA). In September 2004 the State of Arizona and the DOJ arrived at a settlement agreement which resulted in a Memorandum of Agreement (MOA). As a result of this agreement, ADJC anticipates a number of reforms designed to improve safety and security, for both youth and staff and to improve the continuum of services available to youth.

In order to facilitate these changes, ADJC must have well defined systems and standards designed to hold both youth and staff accountable. Until recently, ADJC had several disjointed efforts that lacked consistent department-wide implementation which resulted in each unit or facility determining what is best. In order to consistently hold both youth and staff accountable, ADJC must unite monitoring systems and standards and implement a total quality assurance and inspections program.

Under the leadership of the Deputy Director, the Quality Assurance program is responsible for conducting regular comprehensive audits by qualified professionals of department-wide best practices standards that are reflected in policy and procedures. As a result of these audits, process improvements will be identified, implemented and reviewed ensuring that consistent standards are maintained throughout the entire Department.

Issue 2 Recruitment, Retention & Recognition of Staff

ADJC continues to suffer one of the highest turn-over rates in Arizona State government. In FY 2005, ADJC's Department-wide turn-over rate was 22.7%. This rate was driven by ADJC's Youth Correctional Officer (YCO) staff. In FY 2005, YCO positions had a turn-over rate of 36.9%. YCO positions represent about 38% of the Department's total positions.

High turn-over limits ADJC's effectiveness in providing committed youth with a safe environment and the treatment they need to become successful citizens. Changing lives of the most difficult youth in Arizona's juvenile justice system requires a great deal of skill and knowledge. Those traits are gained and honed through experience. ADJC's current turn-over rate prevents most entry-level staff from developing the proficiency necessary to be highly effective with youth.

A key contributing factor to recruitment and retention is the lack of competitive compensation for staff. Currently, the starting salary for YCOs is \$26,609. Youth detention officers in both Maricopa (\$31,180) and Pima (\$28,380) counties are compensated at higher rates. With significant competition from the two counties where ADJC facilities are located, attraction and retention of top quality employees is a major challenge. Employee pay must be increased to attract and retain candidates of the highest quality.

Issue 3 Youth with Increased Clinical Needs

ADJC has continued to see an increase in the proportion of youth requiring specialized treatment services. In FY 2003, 40.1% of ADJC youth were assessed with mental health issues producing excessive responses which prohibit or severely limit adequate functioning, including clear diagnosis of problems such as depression, anxiety, psychosis, and suicidal gestures. This reflects an increase 5.8 percentage points over a single year. When compared to FY 2001, the proportion of ADJC's population with serious mental health needs has increased by 38%. These youth are both more difficult and more expensive to manage and treat. They require higher levels of supervision and greater clinical expertise to manage effectively.

Starting in Fiscal Years 2005 and 2006, ADJC received funding to increase case management and direct line staffing ratios to meet national standards. These increased ratios will help provide a safer environment for both youth and staff. In addition, the Department recognized that a more structured decision-making process for youth treatment was necessary. As a result, in April 2005, the Department initiated more extensive diagnostic assessment and case planning processes. Based on the greater depth and accuracy of this assessment information, ADJC will be able to develop a Continuum of Services for youth. This Continuum of Services will allow ADJC to offer a more individualized and seamless array of services for youth to provide a more successful transition to the community.

Issue 4 Education Programs that Reflect Student Needs

ADJC recognizes that the majority of our students have failed in traditional education settings. Most of ADJC students are below grade level in mathematics and reading. In addition, most students have had attendance problems in traditional public schools. Initially students must be assessed to determine if they have learning disabilities that have contributed to their lack classroom progress.

The Department is required to provide services to youth with disabilities as mandated by the federal Individuals with Disabilities Education Act (IDEA), Arizona Revised Statutes (A.R.S.) §15-761, and A.R.S. §15-765 through §15-767. These services include delivery of special education instruction, speech/language services, occupation and physical therapy, and evaluation services for special education eligibility. In December 2001, an audit of ADJC's compliance with IDEA requirements found that ADJC was failing to adequately identify youth who were eligible for special education services. Since that time, ADJC has worked to bring its Child Find process into IDEA compliance. In FY 2002, special education students made up 23% of total ADJC enrollment. Upon attaining full IDEA Child Find compliance, that proportion has increased to 45%. This compares with a statewide special education average of 11% of total enrollment. Due to the dramatic over-representation of special education students within ADJC's school system, the Department requires more special education teachers and resources per student than other public schools within the state.

In addition, ADJC recognizes that students must be motivated to recognize a variety of career paths. Therefore, the Department is assessing students' needs and interests and is designing a curricula that merges traditional classroom academics

(reading and mathematics) with vocational studies (computer training, carpentry, plumbing, electrical, culinary arts, etc.).

Starting in Fiscal Years 2005 and 2006, ADJC received increased funding to increase teacher to student ratios. While this is a positive beginning step, the Department must now ensure that the educational infrastructure is adequate to support the needs of these students to bring their very basic skills up to a level where they can be successful in school and ultimately a productive citizen.

DJA 1.0	Program Summary HOUSING
Dianne Gadow, Deputy Director	
Phone: (602) 542-5597	
A.R.S. § 41-2802	

Mission:

To enhance public protection by providing safe, secure, well maintained facilities and a healthy environment for committed juveniles.

Description:

The Housing Program provides housing, supervision, control, health services, and institutional services for committed juveniles requiring placement in a secure facility.

This Program Contains the following Subprograms:

- ▶ Facilities Management
- ▶ Security
- ▶ Health Care

	(Thousands)		
Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	25,138.1	30,545.5	34,867.1
Other Appropriated Funds	3,301.5	2,886.8	3,175.0
Other Non Appropriated Funds	444.2	653.5	653.5
Federal Funds	2,816.1	3,415.7	3,415.7
Program total	31,699.9	37,501.5	42,111.3
FTE Positions	538.0	565.5	670.5

DJA 1.1	Subprogram Summary FACILITIES MANAGEMENT
Debra Peterson, Assistant Director	
Phone: (602) 542-5748	
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.

	(Thousands)		
Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,244.5	6,035.4	6,827.4
Other Appropriated Funds	2,716.2	2,301.5	2,589.7
Other Non Appropriated Funds	234.9	216.5	216.5
Federal Funds	1,577.4	1,562.9	1,562.9
Program total	8,773.0	10,116.3	11,196.5
FTE Positions	152.0	153.0	173.0

◆ **Goal 1** To create a safe and healthy milieu for staff and youth

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Percent of fire and health inspection discrepancies corrected before the next inspection	65	80	85	90

DJA 1.2	Subprogram Summary SECURITY
James Hillyard, Assistant Director	
Phone: (602) 542-4798	
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.

	(Thousands)		
Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	13,841.2	16,029.6	19,130.0
Other Appropriated Funds	277.0	0.0	0.0
Other Non Appropriated Funds	192.8	320.9	320.9
Federal Funds	774.7	395.1	395.1
Program total	15,085.7	16,745.6	19,846.0
FTE Positions	305.0	332.0	412.0

◆ **Goal 1** To create a safe and healthy milieu for staff and youth

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Assaults on youth per 100-youth days	.68	.65	.60	.60
Number of escapes	0	0	1	0
Percent of staff who feel safe at work	84	88	90	90
Percent of youth who feel safe in their secure care or community setting	63	73	75	80

DJA 1.3
Subprogram Summary
HEALTH CARE
 Dr. Kellie Warren, Program Administrator
 Phone: (602) 542-5626
 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	7,052.4	8,480.5	8,909.7
Other Appropriated Funds	308.3	585.3	585.3
Other Non Appropriated Funds	16.5	116.1	116.1
Federal Funds	464.0	1,457.7	1,457.7
Program total	7,841.2	10,639.6	11,068.8
FTE Positions	81.0	80.5	85.5

◆ **Goal 1** To create a safe and healthy milieu for staff and youth

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of juveniles in secure care who agree with the statement "health unit staff help me when I don't feel well"	43	56	60	65
Percent of juveniles assessed with serious emotional stability needs	72	79	80	80
Medical services average annual cost per youth	6,823	7,366	7,450	7,550
Psychiatric services average annual cost per youth	1,812	2,253	2,350	2,400

Explanation: Includes psychotropic medications

DJA 2.0
Program Summary
REHABILITATION
 Dianne Gadow, Deputy Director
 Phone: (602) 542-5597
 A.R.S. § 41-2802

Mission:

To enhance public protection by confronting delinquent thinking and behaviors; developing pro-social attitudes and skills; and preparing youth academically and vocationally for success.

Description:

The Rehabilitation Program provides secure care treatment, education, and community care treatment programs that focus on changing delinquent behavior patterns, and ensuring youth are successfully returned to the community.

This Program Contains the following Subprograms:

- ▶ **Education**
- ▶ **Secure Care Treatment**
- ▶ **Community Care Treatment**

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	34,370.3	30,292.0	32,429.5
Other Appropriated Funds	360.0	3,360.0	4,000.0
Other Non Appropriated Funds	6.6	34.8	0.0
Federal Funds	629.2	707.5	707.5
Program total	35,366.1	34,394.3	37,137.0
FTE Positions	576.0	542.0	574.0

DJA 2.1
Subprogram Summary
EDUCATION
 Judith Lanphar, Ed.D, Education Superintendent
 Phone: (602) 542-4888
 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	9,355.1	4,601.9	4,083.2
Other Appropriated Funds	0.0	1,462.7	2,102.7
Other Non Appropriated Funds	5.2	34.8	0.0
Federal Funds	629.2	707.5	707.5
Program total	9,989.5	6,806.9	6,893.4
FTE Positions	97.0	95.0	95.0

◆ **Goal 1** To develop law abiding behavior in youth by providing an integrated array of services based on individual needs

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of students who increased their mathematic achievement	74	60	65	75
Percent of students who increase their reading achievement	76	53	75	75
Percent of juveniles passing the GED language test	87	83	88	92

DJA 2.2	Subprogram Summary SECURE CARE TREATMENT
Dr. Kellie Warren, Program Administrator	
Phone: (602) 542-5626	
A.R.S. § 41-2802	

Mission:

To change the delinquent thinking and behaviors of youth committed to secure care facilities.

Description:

The Secure Care Treatment Subprogram provides individualized developmental programming, and supervision services to committed juveniles requiring placement in a secure facility. Following an assessment of each youth's needs, specialized programming (e.g. Sexualized Behavior Programs, Violent Offenders Programs, Mental/Behavioral Health Programs, Chemical Dependency Programs, Gender Specific Programs); short-term, intensive, rehabilitative programming (e.g. group, individual and family counseling; substance abuse counseling); and transition services are available to each youth based upon his/her Individual Development Plan.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	18,546.2	18,906.5	21,470.4
Other Appropriated Funds	360.0	1,897.3	1,897.3
Other Non Appropriated Funds	1.4	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	18,907.6	20,803.8	23,367.7
FTE Positions	410.0	376.0	408.0

◆ **Goal 1** To develop law abiding behavior in youth by providing an integrated array of services based on individual needs

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of youth showing progress in their primary treatment problem area	68	76	75	78
Percent of discharged and paroled youth revoked with felonies	6	11.4	10	8
Percent of juveniles incarcerated within 12 months of release	18	23.5	17	17
Percent of juveniles incarcerated within 24 months of release	31	31.6	31	31
Percent of juveniles incarcerated within 36 months of release	44	44	40	40

◆ **Goal 2** To collaborate with stakeholders to contribute to the restoration of communities, youth and families

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of youth contributing to the restoration of victims and communities	58	55	60	65
Explanation: Estimate is believed to under reported based on the exclusive reliance of available data from secure care.				
Percent of youth whose families or caregivers are participants as identified in the youth's secure care treatment plan	30	32	35	35

DJA 2.3	Subprogram Summary COMMUNITY CARE TREATMENT
Oly Cowles, 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,469.0	6,783.6	6,875.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	6,469.0	6,783.6	6,875.9
FTE Positions	69.0	71.0	71.0

◆ **Goal 1** To develop law abiding behavior in youth by providing an integrated array of services based on individual needs

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of discharged and paroled youth returned to custody for felonies and misdemeanors	19	12	10	8
Percent of juveniles involved in an academic, vocational or employment programs while on conditional liberty	84	82	85	85

◆ **Goal 2** To collaborate with stakeholders to contribute to the restoration of communities, youth and families

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of victims who report satisfaction with restorative services received from ADJC	84	87	90	90

DJA 3.0

Program Summary
ADMINISTRATION

Debra Peterson, Assistant Director
Phone: (602) 542-5748
A.R.S. § 41-2802

Mission:

To provide the Arizona Department of Juvenile Corrections with support and logistic services that facilitate the change of delinquent thinking and behaviors of juvenile offenders committed to the Department's care.

Description:

The Administration Program provides the Housing and Rehabilitation Programs with the support and services they require to change the lives of youth within the Department's care. These services include: Accounting, Budgeting, Communications, Detention Center Inspections, Due Process, Grant Management, Human Resources, Internal Affairs, Legal Support, Management Information Systems, Policy Development, Procurement, Research and Development, Staff Development, Quality Assurance, Victims Rights, Volunteer Coordination, and Youth Rights.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	8,686.7	8,963.8	10,920.8
Other Appropriated Funds	0.0	0.0	-1,500.0
Other Non Appropriated Funds	41.0	50.5	50.5
Federal Funds	-16.9	0.0	0.0
Program total	8,710.8	9,014.3	9,471.3
FTE Positions	108.0	109.7	111.7

◆ **Goal 1** to collaborate with stakeholders to contribute to the restoration of communities, youth and families

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Administration as a percent of total cost	7.1	7.0	7.0	7.0
Average yearly cost per juvenile in secure care	80,800	95,680	94,500	93,800

◆ **Goal 2** To create a competent and diverse workforce

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Annual staff turnover rate	22.0	22.7	20.0	18.0
Percent of staff indicating satisfaction with their jobs	51	46	50	60



LDA 0.0

Agency Summary
STATE LAND DEPARTMENT

Mark Winkleman, State Land Commissioner
Phone: (602) 542-4621
A.R.S. § 37-100

Mission:

To manage State Trust lands and resources to enhance value and optimize economic return for the Trust beneficiaries, consistent with sound stewardship, conservation, and business management principles supporting socio-economic goals for citizens here today and generations yet to come. To manage and provide support for resource conservation programs for the well-being of the public and the state's natural environment.

Description:

The State Land Department was established in 1915 to manage the State Trust lands on behalf of the fourteen beneficiaries of that Trust, as established by the State Enabling Act and State Constitution. Each of the approximately 9.3 million acres of land is assigned to one of the beneficiaries, the largest of which is the state's common schools. The Department works to sustain the long-term value for the Trust's beneficiaries by administering, selling, and leasing the State's Trust lands and natural products. The Department also operates the State's Wildland Fire Prevention and Suppression Programs on state and private lands outside incorporated areas and administers the State's Natural Resource Conservation District Program, which involves funding and technical assistance for 32 districts across the State. The Department provides navigability studies to the State's Navigable Streambed Adjudication Commission and staffs the Governor-appointed State Land Board of Appeals. The Commissioner serves as the State Cartographer and the Surveyor-General and the Department provides statewide geological information system services including development and sharing of data layers through the Arizona Land Resources Information System program.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ TRUST MANAGEMENT AND REVENUE GENERATION	34,840.0	44,297.6	33,714.3
➤ OUTSIDE ASSISTANCE AND GRANTS	787.5	1,039.4	1,038.0
Agency Total	35,627.5	45,337.0	34,752.3

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	17,266.0	22,821.7	22,337.3
Other Appropriated Funds	1,237.1	585.7	266.1
Other Non Appropriated Funds	17,120.3	21,919.8	12,139.1
Federal Funds	4.1	9.8	9.8
Program total	35,627.5	45,337.0	34,752.3
FTE Positions	199.9	217.9	217.9

Strategic Issues:

Issue 1 Real Estate Market Impact

The real estate market in Arizona continues to remain strong, and real estate has been a bright spot for the State and particularly for the metropolitan Phoenix and Tucson markets. The Arizona State Land Department, manages more than nine million acres for the Trust, and is therefore an important supplier of land for commercial, residential, open space and other uses. Within the major metro areas, the Trust owns some of the most valuable real estate in the Southwest and the Trust benefits greatly from its holdings in these areas. During FY 2004-05, the Department generated approximately \$350 million from real estate activities, about 90% of total Department revenues. The majority of this revenue, approximately \$310 million, was attributed to land sales with the remainder generated from leasing

and rights-of-way. In addition, the land values associated with the transactions have increased dramatically. One 33-acre multi-family parcel in North Phoenix, for example, sold for \$27 million, over \$800,000 per acre. A 288 acre single family residential parcel recently sold for \$92 million, or \$320,000 per acre. There are 160 sales and long term lease applications in process for Trust land in metro Phoenix and other areas of the State, with many other parcels designated for dispositions over the next 5 years. This represents literally billions of dollars of future revenues to the Trust. The impact of population growth on the State, the continued demand for housing and commercial sites, and the changing nature of Arizona's economy have emerged as key strategic issues. Thus, the Department will require increased resources to manage the expansion of its planned urban lands inventory in order to maximize its revenues for the Trust.

Issue 2 Fire Hazard Reduction in the Wildland/Urban Interface

The fires continue to get bigger, and the fuel conditions continue to deteriorate, the population continues to grow and interface between the wildlands and the urban communities continues to expand, the summer weather continues to be hot and dry – Arizona's wildfire problems continue unabated. Statewide, 75,000 acres have been identified as needing treatment in or around 70 communities in all 13 counties. Effective mitigation of the wildfire hazards in the wildland/urban interface will require a cooperative effort of federal, state, county, and community agencies, and private landowners. In addition to meeting the State's own stewardship responsibilities, the State Land Department, is the lead agency for providing wildland fire and forestry assistance to private landowners and rural communities. However, the Department's very limited fire management staff is insufficient to adequately meet the urgent need to assist rural homeowners with mitigating the fire-fuel conditions in the state's wildland/urban interface. Additional staff and funding will be required to plan and manage fuel treatments on thousands of acres of state and private lands if any significant improvements in the hazardous fuel conditions are to be made in the next few years.

Issue 3 Navigable Streambed

The State's Legislative attempts to resolve the issue over the State's sovereign rights or ownership of lands associated with over 39,000 streambeds and other water courses in the state have landed the State Land Department in court for the third time since 1985. All previous attempts to resolve this issue have resulted in the court's determination that the legislative actions were unconstitutional. The latest attempt towards resolution has been challenged in *Defenders of Wildlife, et al. v. M. E. Anable, State Land Commissioner, et. al.* (2002), which in part challenges the constitutionality of the 2001 legislation. The Land Department has expended thousands of hours of staff time following the legislative mandates and responding to subsequent legal actions pertaining to Arizona streambeds. The requirement to devote the Department's limited resources to such matters necessarily reduces its ability to manage the State Trust lands for the benefit of the Trust's beneficiaries. Without adequate staffing and funding in the Department to carry out the State's duties with respect to streambeds, the Department cannot perform those duties adequately and/or be able to take advantage of economic opportunities on Trust lands resulting ultimately in loss of revenues to the Trust beneficiaries and the State's economy. The Department is likely to face contentious and expensive litigation relating to its performance (or alleged failure to perform) its duties with respect to both sovereign lands and Trust lands. The work load will be overwhelming.

Issue 4 Customer Service

Since 1998, the Department has tracked its customer service improvement program. The primary objective of the program is to continuously strive to provide excellent customer service, both to internal customers (staff) and external customers (the public). Customer surveys consistently reflect a satisfactory rating in virtually every category. To ensure continued improvement in customer service the Department proposes to: promote active teamwork, communication and customer service to all employees; continue to improve and update the Department's web site; review options of computer enhancement to provide computerized copies of land use applications, access to Trust land title data and other information to the public upon request.

Issue 5 Land Conservation/Condemnation/Exchange

The federal government has "captured" approximately 500,000 acres of Arizona's State Trust surface and mineral resources within existing and proposed federal land management programs. The surface value of these "captured" Trust lands is estimated to be over \$400 million. The "capture" of these Trust lands impose land use planning and use restrictions on federal lands that adversely impact the State's

use of the Trust lands at the expense of the State Trust beneficiaries and the State's economy. These state lands, both surface and mineral estates are "captured" within military reservations, federal wilderness areas, national monuments, parks, recreational and conservation areas, and Native American reservations. In addition, several federal condemnations of State land are either authorized or being considered by Congress, i.e. Hopi Tribe: 144,000 acres of Trust land; Petrified Forest National Park expansion: 36,000 acres of Trust land; Lake Pleasant expansion: 28,000 acres of Trust land. The State's repeated requests for compensation for the "captured" Trust lands and resources have gone largely unheeded. Under the current situation, the State is losing potential economic opportunities on the "captured" lands resulting in continuing loss of revenues to the Trust and its beneficiaries.

Issue 6 Water Rights Adjudications

The State is a party to several pending water right adjudications, which are court proceedings designed to resolve the rights of all water users to a particular stream or river system. These are "in rem" proceedings, meaning the court has jurisdiction over the asset at issue (the surface water stream system), and are somewhat akin to quiet title litigation. Parties, including State agencies, who claim the right to use water from such a stream will lose those rights unless they are recognized by the court. The adjudications are massive lawsuits. The State has filed claims for several thousand water rights that represent existing water uses on State Trust lands and future uses based on certain federal law doctrines. The monies from FY 2002 thru FY 2005 were utilized to design, initiate and compete the preliminary stages of multi-stage analysis of State Trust lands to support the State's claim for existing water uses and its Federal reserve water right claim. The FY 2006 and FY 2007 monies will be utilized to continue the analysis and studies. Litigation is now proceeding, focusing on tribal and Federal reserved water rights claims with a separate contested case considering the Federal reserved rights claims of the Department. It is critical that the program continue to be funded, in order to build on the valuable analysis and information that has already been developed, with the goal continuing to be the protection of the future viability of the Trust lands and their ability to provide financial support to the public schools and other beneficiaries.

LDA 1.0 **Program Summary**
 TRUST MANAGEMENT AND REVENUE GENERATION
 Mark Winkleman, State Land Commissioner
 Phone: (602) 542-4621
 A.R.S. § 37-201 to 37-611

Mission:

To manage State Trust lands and resources to enhance value, optimize economic return for the Trust beneficiaries, provide assistance to communities and citizens on forestry matters, and manage wildfires on state and private lands.

Description:

The State Land Department and the system by which Trust lands are to be managed was established in 1915 by the State Land Code, in compliance with the Enabling Act and the State Constitution. Revenues earned from Trust lands are classified as either permanent or expendable. Revenues derived from the sale of Trust lands and the sale of natural products are deposited in the Permanent Fund. Revenues earned from leasing Trust lands and interest on the certificate of purchase balance as well as the Permanent Fund's interest are deposited in the expendable account for use by the appropriate beneficiary. The Department provides management on Trust lands and technical assistance to communities and private land owners for fire and forestry management activities.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	16,898.6	22,375.9	21,891.5
Other Appropriated Funds	917.1	319.6	0.0
Other Non Appropriated Funds	17,024.3	21,602.1	11,822.8
Federal Funds	0.0	0.0	0.0
Program total	34,840.0	44,297.6	33,714.3
FTE Positions	197.9	215.9	215.9

◆ **Goal 1** To administer Trust resources to optimize revenue over time.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Total Trust revenue generated (in millions)	232.8	393.6	333.3	373.8
Balance in Permanent Fund (in millions)	1,200.7	1,513.4	1,742.5	2,135.7
Total expendable receipts, excluding interest on permanent fund and school leases (millions)	51.0	72.9	84.2	95.4
Total annual revenue to permanent fund (millions)	149.3	273.0	204.8	228.9
Number of participation sales	0	0	2	3
Number of auctions where broker commission is paid	12	8	18	16
Number of subsurface leases	1	0	10	8
Percent increase in commercial leasing revenue	9	21	16	18
Percent increase of sales value above appraised value	116	41	32	35
Percent of total leasing revenue from long-term leases	49.6	51	60	65
Net present value of long-term leases (in millions)	267	286	295	320

◆ **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 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Cumulative percent of potential acres (2,685,224) assessed under Minerals Asset Management process	52	53	55	55
Cumulative percent of potential acres (1,620,221) assessed under Forestry Asset Management process	60.5	61	62	63
Cumulative percent of potential acres (215,000) assessed under Agriculture Asset Management process	10	15	20	20
Cumulative percent of potential acres (8,402,145) assessed under Grazing Asset Management process	15	15	15	15
Cumulative percent of potential acres in Maricopa and Pima County under master plans (382,346 acres)	6.5	6.5	6.9	7.2
Percent of urban acres within municipal boundaries under conceptual plans (statewide 668,652 urban acres)	70	70	72	74
Cumulative total of conceptual plans completed under Growing Smarter (statewide, 47 communities have a minimum of 160 acres of trust land)	28	28	30	32
Percent of conceptual plans that have been integrated into community general plans (statewide 47 communities have a minimum of 160 acres of trust land)	15	15	18	21

◆ **Goal 3** To protect unique Trust resources and provide environmental protection to maintain the long-term value of the asset.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Acres reclassified as suitable for	4544	0	0	0

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

conservation purposes					Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of acres sold or leased for open space conservation or parkland	30	0	0	0	Number of findings during annual financial audit	0	0	0	0
Proposed land use and disposition actions reviewed for cultural resource considerations	504	506	500	500	Percent of employees satisfied with training on new information systems	100	100	100	100
Number of hazardous and nonhazardous materials sites remediated	37	11	8	8	Average score on employee satisfaction survey. (Survey rating 5 - 1; 5 = very satisfied, 1 - unsatisfied)	3.5	3.6	3.6	3.6
Acres of land closed for dust abatement	2960	0	2,000	2,000	Average number of minutes to resolve computer user problems	27	30	20	15
Amount appropriated for adjudicating water rights	519,300	464,300	464,300	464,300	Percent of agency staff turnover	8.10	8.40*	8.00	8.00
Explanation: Request for funding in FY 2004 through FY 2006, and monitor the budget process to insure funding for FY 2002 and FY 2003 remains committed to this project.					Explanation: *Includes seven retirements.				
◆ 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%.					◆ Goal 8 To improve Department productivity and minimize costs through increased efficiency and risk reduction.				
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average processing time for long-term leases (tracked by months)	32.9	14.3	20.9	16.7	Number of employees receiving basic computer training	79	10	25	10
New short-term lease processing time (in months)	11.8	12.5	7.5	6.0	Number of professional training hours for staff	1,900	2,400	2,200	2,200
Average processing time for sales applications (tracked by months)	29.3	25.6	18.7	14.0	Number of agency's administrative policies updated or added	5	9	5	5
In-house appraisal turnaround time (days from administrator request to receipt by section manager)	104	19	60	60	Percent of employees completing agency required training	98	94*	98	98
Contract appraisal turnaround time (days from administrator request to receipt by section manager)	163	15	90	90	Explanation: *Classes not available; unable to attend due to fire season				
Average trust land earnings per acre sold (in dollars)	165,680	140,122	125,000	140,000	◆ Goal 9 To develop and implement measures to improve external customer service.				
Average trust land earnings per acre on new long-term commercial leases	469,000	8,498*	490,000	500,000	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Explanation: *Low due to a rural lease in Cochise County, new lease in Maricopa County was \$835,616 per acre (3.65 acres).					Percentage of customers giving the department a rating above 4. (Survey rating 5 - 1; 5 = very satisfied, 1 = unsatisfied.)	84	85	86	86
◆ Goal 5 To provide technical fire, forest health, and forestry management assistance to private land owners.					Number of times the public accesses the Department's business and GIS systems interactively via the Internet	12,443	16,263	22,000	30,000
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Number of settlement hearings vs. number of appeal hearings	3/1	4/1	7/3	4/2
Private forest landowners assisted with Land Department prepared management plans each year	1,312	762	1,000	1,000	Number of services available to the public via the Internet	85	89	95	97
Total acres of private forest land under management (1,000 acres)	1,140	1,146	1,144	1,146	Number of interactive applications available through the web site	3	4	5	6
Acres treated on private forest and range lands each year	1,954	1,554	2,000	2,000	Number of times interactive applications are accessed by the public	18,037	22,660	30,000	40,000
Acres of land treated, including prescribed burning, to reduce hazardous fuels; and to protect and improve Trust land and private properties	1,020	2,904	1,500	1,500	Number of times the web site is accessed	78,773	107,806	123,000	138,000
◆ Goal 6 To prevent and suppress wildfires on Trust and private lands safely, effectively and efficiently by assisting 85% of rural fire departments, and contain 95% of forest fires to less than 100 acres.					◆ Goal 10 To continue an effective program of land conservation of appropriate State lands while ensuring continued economic benefits to the trust.				
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of fires controlled at 100 acres or less	98	96	95	95	Cumulative number of acres petitioned to be reclassified for conservation	120,032	120,032	120,032	120,032
Rural firefighters assisted with training and equipment	1,200	1,150	1,100	1,100	Cumulative number of acres sold under Arizona Preserve Initiative	2,331	2,331	2,331	2,331
Percent of fire departments under cooperative agreement to provide fire control support	95	95	95	95	Number of Arizona Preserve Initiative land sale/leases	1/0	0/0	0/0	0/0
Percent of fire bills processed for payment within 30 days	96.7	96	95	95	Cumulative number of acres reclassified as suitable for conservation purposes	42,511	42,511	42,511	42,511
Trust land treated to reduce wildland fire danger to improve forest and range land condition	1,020	350	1,500	1,500	State acres identified and/or researched for transfer under State/Federal land conservation and federal land management actions	145,858	50,300	145,000	35,000
Percent of rural fire departments assisted with training and equipment	95	90	90	90	Federal acres identified and/or researched for State acquisition under State/Federal Land conservation and land management actions	12,615	12,700	10,000	10,000
◆ Goal 7 To provide efficient internal support and coordination to enable the Department to accomplish its mission.					◆ Goal 11 To improve the availability of information and increase analytical capabilities of the agency.				
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Combined parcels (surface, minerals, special permits, etc.) accessible through	63,012	63,105	63,250	63,265					

PALMS				
Number of data sets accessible through PALMS	538	526	535	540

◆ **Goal 12** To improve internal and external communication.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average score on employee satisfaction survey regarding staff recognition, staff's understanding of expectations, the agency's communication system to staff, and feedback. (Survey ratings 5 - 1; 5 = very satisfied, 1 = unsatisfied.)	3.5	3.6	3.5	3.5
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.)	82	85	86	86
Average percentage of employees attending "All Employee" meetings	76	76.4	75	75
Number of internal agency newsletters and articles published annually	51	58	55	55
Number of agency-wide electronic notices distributed	738	775	800	800

◆ **Goal 13** To respond within established time frames, to all applications and request for land use and title research from public and staff.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Acres researched involving title transactions, special projects, lease, or contract development. (in millions of acres)	12.9	10.7	9.0	9.0
Number of applications received requiring current land use or ownership research	1,667	1,777	1,600	1,600

LDA 2.0 **Program Summary**
 OUTSIDE ASSISTANCE AND GRANTS
 Mark Winkleman, 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**
- ▶ **Eastern Counties Environment Grants**

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	367.4	445.8	445.8
Other Appropriated Funds	320.0	266.1	266.1
Other Non Appropriated Funds	96.0	317.7	316.3
Federal Funds	4.1	9.8	9.8
Program total	787.5	1,039.4	1,038.0
FTE Positions	2.0	2.0	2.0

LDA 2.1 **Subprogram Summary**
 ARIZONA CENTER FOR GEOGRAPHIC INFORMATION, COORDINATION AND SERVICES
 Mark Winkleman, 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	132.4	140.8	140.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	96.0	317.7	316.3
Federal Funds	4.1	9.8	9.8
Program total	232.5	468.3	466.9
FTE Positions	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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Datasets transferred	1,110	949	1,200	1,500
Geospatial datasets under development or revision	7	8	8	8
Datasets accessible through AGIC, ALRIS or SCO websites	42	47	55	60

Explanation: Arizona Geographic Information Council (AGIC), Arizona Land Resources Information System (ALRIS), State Cartographer's Office (SCO).

◆ **Goal 2** To create and implement cost-effective and results-effective GIS training and information programs for Arizona public agencies.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Government employees trained	194	180	180	185

Percent of students rating training as satisfactory 95 95 90 90

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Users accessing AGIC, ALRIS or SCO websites for information or data	41,291	49,896	55,000	60,000
Explanation: Arizona Geographic Information Council (AGIC), Arizona Land Resources Information System (ALRIS), State Cartographer's Office (SCO).				
Participation in coordination activities with organizations which improve access and utilization of geographic datasets	72	30*	25	25
Explanation: Starting in FY 2005, this measure was tracked differently.				

LDA 2.2 **Subprogram Summary**
 NATURAL RESOURCE CONSERVATION DISTRICTS
 Mark Winkleman, State Land Commissioner
 Phone: (602) 542-4621
 A.R.S. § 37-1001 to 37-1057

Mission:
 To promote, coordinate and carry out activities that conserve soil, water and other natural resources utilizing the expertise of the Natural Resource Conservation Service (NRCS) and numerous other local, county, state, and federal agencies.

Description:
 Arizona's 32 Natural Resource Conservation Districts (NRCDS) are legal subdivisions of state government organized under state law and administered by the State Land Department. As subdivisions of state government, NRCDS provide the link that enables the U.S. Department of Agriculture Natural Resource Conservation Service and Farm Service Agency to provide technical and financial assistance to private landowners. NRCDS are district cooperators for water, soil, and other natural resource conservation measures. The NRCDS are governed by a local Board of Supervisors: three elected, and two appointed by the Natural Resource Conservation Commissioner (State Land Commissioner). The NRCDS are the primary sponsors of the Conservation/ Environmental Educational Centers.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	110.0	180.0	180.0
Other Appropriated Funds	320.1	266.1	266.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	430.1	446.1	446.1
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To strengthen the network of 32 NRCDS by assisting district supervisors in developing, improving and broadening relationships with private landowners, the NRCS, state and federal agencies, rural communities, county governments, and private interest groups.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
District meetings attended	25	34	30	30
Interagency meetings attended	30	10	20	20
Percent of NRCDS rating Department assistance as satisfactory	90	90	90	90
Explanation: Natural Resource Conservation Districts (NRCDS)				

LDA 2.4 **Subprogram Summary**
 EASTERN COUNTIES ENVIRONMENT GRANTS
 Mark Winkleman, State Land Commissioner
 Phone: (602) 542-4621
 Senate Bill 1222, Forty-fourth Legislature

Mission:
 To approve and distribute funds for implementation and planning of environmental programs.

Description:
 The Department is instructed to distribute the funds equally to Greenlee, Graham, Gila, Navajo, and Apache Counties for planning and implementation of specific environmental programs impacting economic development in these counties. The counties prepare and submit proposed plans to the Land Department for approval.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	125.0	125.0	125.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	125.0	125.0	125.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To educate citizens, organizations, and decision makers through information distribution, demonstrations, and multi-media presentations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of educational involvement projects	30	n/a	35	40
Number of video tapes for classrooms and TV news releases	2	n/a	9	11
Number of popular style brochures and news clips to inform the public	20	n/a	30	30

◆ **Goal 2** To conduct scientific inquiry into the environmental, economic, social, and community aspects of land management and multiple use practices.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of educational involvement projects	30	n/a	30	30
Number of catastrophic wildfire risk assessments	90	n/a	150	150
Number of published scientific reports	3	n/a	5	5
Number of web sites developed or upgraded	0	n/a	1	1



LWA 0.0

Agency Summary

LAW ENFORCEMENT MERIT SYSTEM COUNCIL

Commander Coy H. Johnston, Business Manager

Phone: (602) 223-2286

A.R.S. § 41-1830.11 to 41-1830.15

Mission:

To establish and administer an equitable compensation plan while providing oversight for the selection, retention, and disciplinary proceedings affecting employees of those agencies under the Council's jurisdiction.

Description:

The Law Enforcement Merit System Council (LEMSC) consists of three members appointed by the Governor for six-year terms. Members are chosen on the basis of experience in and sympathy with merit principles of public employment. Members shall not have held elective public office within one year before appointment and shall not hold any other political office while serving on the LEMSC. The LEMSC shall adopt rules it deems necessary for establishing: 1) a classification and compensation plan for all covered positions under the jurisdiction of the LEMSC and establishing standards and qualifications for all classified positions; 2) a plan for fair and impartial selection, appointment, probation, promotion, retention, and separation or removal from service by resignation, retirement, reduction in force or dismissal of all classified employees; 3) a performance appraisal system for evaluating the work performance of Department of Public Safety (DPS) and Arizona Peace Officer Standards in Training Board (AZPOST) employees; 4) procedures for the conduct of hearings of employee grievances brought before the LEMSC relating to classification, compensation, and the employee appraisal system; 5) procedures for the conduct of hearings on appeals from an order of the director of DPS in connection with suspension, demotion, reduction in pay, loss of accrued leave time, or dismissal of a classified employee.

(Thousands)

Funding and FTE

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	58.0	71.5	66.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	58.0	71.5	66.6
FTE Positions	1.0	1.0	1.0

Strategic Issues:

Issue 1 Securing Adequate Funding for Operating Costs

The biggest issue facing the Council is the need for adequate funding. With funding for only one FTE, over 92% of allocated funds must go towards salary and ERE. This leaves very little leeway in order to draw from other operating funds to cover unforeseen and additional expenses. This includes any budget reductions.

◆ **Goal 1** To establish and administer an equitable classification and compensation plan.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of classifications reviewed to determine proper job description and market value	19	9	5	5
Number of position audits conducted to determine proper classification	2	2	3	3
Number of job descriptions reviewed to determine suitability to classification	2	9	5	5

◆ **Goal 2** To provide guidelines for proper selection, retention and dismissal of covered employees.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of test plans reviewed for selection and promotional processes	50	35	30	30

Number of covered employees dismissed	9	7	4	4
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◆ **Goal 3** To provide covered employees with a fair, impartial and expeditious hearing process.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of appeals/grievances filed	11	7	6	6
Number of appeal hearings conducted	5	5	4	4
Percent of employees receiving discipline who file an appeal	19	23	12	12
Average days from receipt of an appeal/grievance until the Council issues a final order	112	136	60	60
Average cost of an appeal/grievance hearing (in dollars)	159	214	214	214
Number of rehearing requests filed	0	1	0	0

◆ **Goal 4** To provide guidelines to ensure promotional examinations are conducted properly in order to dispel challenges.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of civilian promotional examinations conducted	33	25	25	25
Number of sworn promotional examinations conducted	3	1	2	2
Number of civilian promotional examinations that result in challenges/appeals	2	1	1	1
Number of sworn promotional examinations that result in challenges/appeals	2	1	1	1
Number of challenges filed that result in some change to the examination or scoring of the examination	6	2	2	2



LCA 0.0

Agency Summary
LEGISLATIVE COUNCIL

Michael Braun, Executive Director
Phone: (602) 926-4236
A.R.S. § 41-1301 to 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.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ LEGISLATIVE COUNCIL	3,939.9	4,807.4	4,807.4
➤ OMBUDSMAN CITIZENS AIDE OFFICE	347.2	388.3	388.3
Agency Total	4,287.1	5,195.7	5,195.7

**Funding and FTE
Summary:**

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,287.1	5,195.7	5,195.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	4,287.1	5,195.7	5,195.7
FTE Positions	0.0	0.0	0.0

Strategic Issues:

Issue 1 Increase familiarity with legislative computer system.

Familiarity with and practical knowledge of the legislative computer system is critical to Legislative Council's (LC) continued success. It is imperative that legislative computer users know and understand how to perform various functions on their computers, particularly those custom applications that are unique to their legislative work. This includes, for appropriate legislative staff, knowledge of such computer functions as drafting bills and amendments, bill status inquiry, committee, agenda and calendar tracking programs, tools enabling searches of current and past legislation and internet access. Familiarity with these functions allows for faster turnaround time and accuracy on work both within LC and between LC staff and other legislative members and staff. Also, as more and more legislative computer users take advantage of the availability of laptop computers, they will be able to "take their work with them" and have access to important and current legislative information at all times.

Issue 2 Familiarize customers with all aspects of LC and the type of work it performs.

Although many Legislative Council (LC) customers indicate awareness of LC functions, results from the 2003 performance survey indicate that a small number are not entirely clear about what LC does, primarily in the area of providing legal research to the Legislature. While this may be attributable in part to the lack of response by some customers to the survey (i.e., they may know of LC's functions but did not return their survey), some customers who did respond to the survey indicated they did not know about these functions. LC should continue to undertake efforts to increase awareness of its functions, particularly legal research, among all

customers, especially legislators and legislative staff. The continued production and distribution of LC's publications, The Bill Drafting Manual and The Legislative Manual, should help users better understand who LC is and what LC does.

Issue 3 Continue to maintain the highest standards in providing bill drafting and research services to all users.

LC has consistently received top marks in terms of courteousness of its staff and the agency should strive to maintain this. LC generally receives high ratings from users in terms of accuracy and timeliness of its drafting and research services, though there is room for improvement in these areas. LC must continue its efforts to maintain the high standards of professionalism, friendliness and approachability to which users have grown accustomed.

LCA 1.0

Program Summary
LEGISLATIVE COUNCIL

Michael Braun, Executive Director
Phone: (602) 926-4236
A.R.S. § 41-1301 to 1307

Mission:

To provide quality legal, research, computer and administrative services to the Arizona Legislature.

Description:

The Legislative Council staff performs the following core functions: drafting of legislative bills, memorials, resolutions, and amendments; review and possible revision of each legislative enactment for technical corrections prior to publication of the Arizona Revised Statutes; enrolling and engrossing of bills and processing of legislative journals; conducting legal and public policy research; and operation of the legislative computer system.

**Funding and FTE
Summary:**

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,939.9	4,807.4	4,807.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	3,939.9	4,807.4	4,807.4
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide timely and accurate processing of all work products.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of positive survey ratings regarding accuracy of bill drafting	97	93	94	95
Percent of positive survey ratings regarding timeliness of bill drafting	97	96	97	98
Percent of positive survey ratings regarding accuracy of legal research	97	93	94	95
Percent of positive survey ratings regarding timeliness of legal research	98	96	97	98

◆ **Goal 2** To increase awareness of Legislative Council's functions among legislators, legislative staff, state agencies and lobbyists.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of survey respondents indicating awareness of Legislative Council's bill drafting function	98	99	100	100
Percent of survey respondents indicating awareness of Legislative Council's legal research function	86	84	85	86

◆ **Goal 3** To increase the comfort level of all legislative computer users through training and support.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of legislative computer users	94	94	95	96

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indicating training is helpful				
Percent of positive survey ratings regarding accuracy of computer help desk	92	92	93	94
Percent of positive survey ratings regarding timeliness of computer help desk	93	89	90	91

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of citizens responding "agree" or "strongly agree" to courtesy question on survey	98	96	96	96
Percent of citizens responding "strongly agree" or "agree" to impartially question on the customer satisfaction survey	94	91	92	92

LCA 2.0

Program Summary

OMBUDSMAN CITIZENS AIDE OFFICE

Patrick Shannahan, Ombudsman-Citizens' Aide

Phone: (602) 277-7292

A.R.S. § 41-1371 et. seq.



Mission:

To improve the effectiveness, efficiency and responsiveness of state government by receiving public complaints, investigating the administrative acts of state agencies and, when warranted, recommending fair and appropriate remedies.

Description:

The Office of the Ombudsman-Citizens' Aide is a five person independent agency in the legislative branch of Arizona State Government. The Office receives citizen complaints about the administrative acts of state agencies. The Office investigates citizen complaints and, when they are justified, works with the complainant and agency to help them resolve the problem in a mutually agreeable manner. Although the Office cannot change an agency's decision nor direct it to take action, it can make findings and offer recommendations to the agency. The Office also helps citizens by coaching them on how they can best resolve their problem on their own and providing other forms of assistance when the problem can be resolved without going through the time and expense of an investigation. The Office provides reports of its activities to the legislature, governor and public.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	347.2	388.3	388.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	347.2	388.3	388.3
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To help more citizens redress their legitimate grievances with state agencies.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of individuals assisted	3,572	3,613	3,200	3,300

◆ **Goal 2** To respond to citizen complainants in a timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of initial responses to citizen inquiries made within two business days	98	99	98	98
Percent of notices of investigation sent within 30 days	100	100	100	100
Percent of investigations completed within 3 months	91	92	90	90
Percent of citizens responding "strongly agree" or "agree" to timeliness question on customer satisfaction survey	93	92	92	93

◆ **Goal 3** To prevent recurrence of similar complaints by identifying and correcting patterns of undesirable administrative practices.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of recommendations accepted by agencies	88	92	88	88

◆ **Goal 4** To provide courteous and impartial service to citizens.

LAA 0.0
Agency Summary
 ARIZONA STATE LIBRARY, ARCHIVES, AND PUBLIC RECORDS
 GladysAnn Wells, Director
 Phone: (602) 542-4035
 A.R.S. § 41-1331 through §41-1352

Mission:

To serve the Arizona Legislature and Arizonans by providing public access to public information, fostering historical/cultural collaborative research and information projects, and ensuring that Arizona's history is documented and preserved.

Description:

The Arizona State Library, Archives and Public Records provides information services as authorized by law. Research and reference services are provided in the subject areas of law, government, 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 disposed of through archival retention programs. Exhibits are created to educate the public regarding government-related and Arizona history and the legislative process. These services are provided through the divisions of the Agency: History and Archives, Braille and Talking Book Library, Library Development, Museum, Records Management, and Research and Law Library.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,551.9	7,058.1	7,159.3
Other Appropriated Funds	535.2	626.7	741.0
Other Non Appropriated Funds	319.1	340.4	340.4
Federal Funds	2,841.3	3,041.2	3,041.2
Program total	10,247.5	11,066.4	11,281.9
FTE Positions	122.6	122.4	123.4

Strategic Issues:

Issue 1 Resource Development

Library and Archives has raised over \$34 million dollars in grant funds for Arizona cultural institutions and for its own services. In the future, despite the continued downturn of the economy and the difficulties of fund raising, we will continue our efforts to seek outside funds. Although general operating funds must come from governmental sources (state general fund and federal IMLS funds), private and other governmental funds will be sought for special projects or pilot projects. The most significant fund raising effort will center around the development of an endowment for our historic buildings' preservation and maintenance. Library and Archives operates from three historic buildings and two other structures with age related repair and renovation needs. The agency will seek new ways to expand fiscal resources and make more effective use of existing resources. New partnerships may be explored.

Issue 2 Infrastructure

Library and Archives operates from three historic buildings and from two other structures with age-related repair and renovation needs. In addition, the state has needed an Archive and History building for over fifty years. Across the state artifacts, archives and state and local governmental materials are deteriorating and often lost to pests and poor storage conditions. This material is irreplaceable, and we will continue to search for funding for the building necessary to house and care for Arizona history. The agency will take a global view of space utilization. Staff is a crucial element in the many services provided by the State Library. Issues may include staffing levels, and recruiting, retaining, and training of staff. Technology needs will be evaluated and an equipment refresh program will help keep pace with

technology demands.

Issue 3 Digital Government

Library and Archives has a broad range of responsibility for governmental materials in all formats from all levels of government. With the increasing digitization of federal, state and local government, e government will be one of our most important areas of concentration. Digital government will require the professional skill sets of archivists, records managers, librarians and technology staff to ensure usability today and preservation for tomorrow. The agency will consider ways to ensure publications and archival electronic records can be preserved permanently, meet public demands for access, and increase records management in electronic information systems through state government.

◆ **Goal 1** To provide access to public information. The agency will improve access to public information via in-person contacts, telephone contacts, fax, e-mail, and written requests.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Public Access - Materials loaned.	835,242	970,398	1,018,918	1,069,864
Public Access - Records retrieved.	64,216	186,392	93,196	97,856
Public Access - Questions answered.	162,221	165,357	173,625	182,306
Public Access - Patrons registered.	1,897	1,857	1,950	2,047
Public Access - On-line database searches.	893,464	1,846,520	1,938,846	2,035,788
Explanation: Growth from licensing statewide access to online databases through EDIC				
Public Access - Tour participants.	40,993	45,910	48,206	50,616
Public Access - In-state contacts.	3,144,181	283,725	297,911	312,807
Explanation: Drop due to exceptional Declaration of Independence Exhibit in FY2004.				
Public Access - Out-of-state contacts.	87,002	93,209	102,530	107,656
Public Access - Program attendees.	96,307	70,964	74,512	78,238
Public Access - Web site visits (In thousands).	8,977.8	6,709.0	6,707.0	7,044.4
Public Access - E-mail delivered (In thousands).	5,879.1	5,357.1	5,089.2	4,834.8
Public Access - SIRSI usage.	529,219	481,272	481,272	481,272
Public Access - Jobline/Newsline calls.	13,903	18,716	20,588	22,646
Public access - Total contacts (In thousands).	20,744.0	16,246.5	16,064.6	16,340.0
Public Access - Consultations	13,085	11,024	11,575	12,154
Public Access - Program Activities	2,187	1,419	1,490	1,564
Public Access - Tours	1,205	1,348	1,415	1,486
Public Access - Facility Use	37	255	268	281
Public Access - Facility Use Participants	1,914	2,040	2,142	2,249

◆ **Goal 2** To preserve Arizona materials. The agency will improve the preservation of Arizona materials through cataloging, repair, digitization, microfilming and when necessary, conserving of fragile documents and photographs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Preservation - Materials preserved (in thousands).	1,909.8	1,551.2	1,551.2	1,861.5
Explanation: Includes acquisitions.				
Preservation - Materials digitized.	206,759	486,503	525,423	604,237
Preservation - Titles cataloged.	104,502	75,256	79,019	82,970
Preservation - Reproductions for preservation, access (in thousands).	65,918.9	67,806.2	69,162.3	70,545.6
Explanation: Reproductions are audio, microfilm, other copies made for preservation or public access				
Preservation-Total items/contacts(In thousands).	68,299.8	70,116.5	71,575.8	73,380.8

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Preservation - Materials acquired 97,824 78,046 78,826 98,533

Preservation - Materials withdrawn/removed 62,030 119,337 179,006 187,956

◆ **Goal 3** To promote statewide collaboration. The agency will increase its conduct of activities that create and promote collaboration among Arizona's cultural institutions.

Performance Measures: FY 2004 Actual FY2005 Actual FY 2006 Estimate FY2007 Estimate

Collaboration - Institutions. 4,393 5,416 5,958 6,553

Collaboration - Programs/Activities. 691 865 952 1,047

Collaboration - Program attendees. 125,758 156,738 164,575 172,804

Collaboration - Library Advisory Council attendees. n/a n/a n/a n/a

Collaboration - total activities/contacts. 159,903 188,091 197,058 206,490

Collaboration - Boards and Commissions 80 265 270 276

Collaboration - Volunteer hours 28,981 24,807 25,303 25,810

◆ **Goal 4** To provide information services to the legislature. The agency will provide increased services to Legislators, Legislative staff, and Legislative agencies.

Performance Measures: FY 2004 Actual FY2005 Actual FY 2006 Estimate FY2007 Estimate

Leg Info Services - Materials loaned. 95 81 85 89

Leg Info Services - Legislative contacts. 9,331 7,992 8,392 9,399

Leg Info Services - Tour attendees. 7,743 8,652 9,085 9,539

Leg Info Services - Equipment loans. 55 36 36 36

Leg Info Services - Facilities use permits. 13 14 14 14

Leg Info Services - In-service training sessions. 15 12 12 18

Leg Info Services - In-service training attendees. 40 45 45 45

Leg Info Services - Boxed records in storage. 1,825 2,086 2,149 2,213

Leg Info Services - Library Board attendees. 80 45 45 45

Questions answered 614 858 944 1,038

Facilities use attendees 466 427 427 427



LLA 0.0 **Agency Summary**
 DEPARTMENT OF LIQUOR LICENSES AND CONTROL
 Leesa Berens Morrison, Director
 Phone: (602) 542-9020
 A.R.S. § 4-111 et seq.

LLA 1.0 **Program Summary**
 ADMINISTRATION
 Cheryl Bowen, Administrative Services Manager
 Phone: (602) 542-9020
 A.R.S. Title 4

Mission:

To protect the health, safety, and welfare of Arizona citizens by licensing the liquor industry and ensuring compliance with state liquor laws through enforcement, training, and adjudication.

Description:

The Department of Liquor Licenses and Control regulates all businesses dealing with spirituous liquor. The Department processes complaints, police reports, and civil violations regarding licensees. The Department investigates all allegations against licensees, whether criminal or civil, and in collaboration with the Attorney General's Office prosecutes before civil and criminal courts within the State. Further, the Department interacts with the Governor's Office of Highway Safety and the Driving Under the Influence Abatement Council to educate underage youth and reduce underage drinking. The Department meets on a regular basis with the Arizona Licensed Beverage Association, Arizona Beer and Wine Association, Arizona Grocers Association, Arizona Hotel and Motel Association, and Arizona Restaurant Association and various civic organizations statewide. Finally, the Department is responsive to all Arizona citizens who are served and affected by the licensees.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ADMINISTRATION	1,111.9	2,433.4	2,362.6
➤ INVESTIGATIONS	3,044.6	2,370.4	2,089.5
➤ LICENSING	446.9	437.2	437.2
Agency Total	4,603.4	5,241.0	4,889.3

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,813.6	4,134.5	4,063.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,320.4	826.2	825.6
Federal Funds	469.4	280.3	0.0
Program total	4,603.4	5,241.0	4,889.3
FTE Positions	62.2	53.2	53.2

Strategic Issues:

Issue 1 Update the software program language of the Department's licensing and control system.

The computer program that was specifically designed for this agency will be approximately 11 years old. It was written in a language (SmallTalk) that was recommended by the Arizona Department of Administration (ADOA) at the time. SmallTalk was thought to be one of the programming languages of the future; however, that did not occur. As a result, this Department plans to begin the undertaking of a conversion process next calendar year. This process will include the research and Project Investment Justification using ADOA Information Technology staff and the Government Information Technology Agency.

Mission:

To ensure all Divisions in the Department of Liquor Licenses and Control operate in a cost-effective manner, all operational activities conform to statutory requirements and other guidelines, staffing is provided to the State Liquor Board, and alleged violations are resolved in a timely manner.

Description:

Daily departmental operations include budget preparation, personnel, payroll, insurance, accounting for and distribution of revenues, accounts payable, accounts receivable, accounting for all authorized non-reverting funds, purchasing, the operation of the Department's automated and electronic data banks, records retention, and information flow. The program also provides personnel for staffing the State Liquor Board, a separate quasi-judicial body appointed by the Governor. The Department insures immediate accessibility of records to the public through automated queries, responds to public inquiries and constantly monitors all aspects of customer service. The Compliance Section receives actionable reports of violations and attempts to resolve them informally.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,111.9	2,433.4	2,362.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,111.9	2,433.4	2,362.6
FTE Positions	13.0	13.0	13.0

◆ **Goal 1** To ensure timely payment of invoices.

◆ **Goal 2** To set hearings before the State Liquor Board in a timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of hearings set within the statutory time frame	100	100	100	100

◆ **Goal 3** To maintain accurate document history on license files.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of errors found in imaged documents	1	1	2	2

◆ **Goal 4** To process all compliance cases expeditiously.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of liquor law compliance cases processed in less than 90 calendar days	94	96	97	97

LLA 2.0

Program Summary
INVESTIGATIONS

Leesa Berens Morrison, Director
Phone: (602) 542-9020
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 the local law enforcement agencies thereby enhancing their ability to enforce liquor laws, investigates and processes all civil complaints received concerning liquor-related violations, provides criminal background checks of all individuals associated with liquor licenses in Arizona, liaisons with the Department of Public Safety, city and town police departments, sheriff's offices, and other local law enforcement agencies, conducts covert operations alone and in collaboration with police agencies investigating for hidden ownerships, maintains an investigative data bank which is accessible to police agencies, and meets with the United States Attorney's Office, Gaming, the FBI, and the Arizona Attorney General's Office.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,254.8	1,263.9	1,263.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,320.4	826.2	825.6
Federal Funds	469.4	280.3	0.0
Program total	3,044.6	2,370.4	2,089.5
FTE Positions	40.2	31.2	31.2

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of investigations completed resulting in compliance actions	599	557	625	625
Number of random liquor inspections completed	2,760	3309	3350	3350

◆ **Goal 2** To process investigative complaints quickly and efficiently.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average number of calendar days to complete an investigative complaint	31	31	35	35

◆ **Goal 3** To perform restaurant audits expeditiously.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of days to complete an audit	24	33	38	38

LLA 3.0

Program Summary
LICENSING

Connie Wagner, Licensing Division Mgr.
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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	446.9	437.2	437.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	446.9	437.2	437.2
FTE Positions	9.0	9.0	9.0

◆ **Goal 1** To efficiently process documents received by licensing and to ensure quality customer service..

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of new licenses, transferred licenses, and renewals issued	11,224	11760	11,500	11,500
Percent of surveyed licensees reporting very good or excellent service	79.00	82	80.00	80.00



LOA 0.0

Agency Summary
LOTTERY

Kathleen Pushor, Executive Director
 Phone: (480) 921-4514
 A.R.S. § 5-501

Mission:

To support Arizona programs for the public benefit by maximizing revenue in a responsible manner.

Description:

The Arizona Lottery was established to maximize revenue dedicated to various beneficiaries through statutory formulas pursuant to Arizona Revised Statutes § 5-501. With an advisory commission and an Executive Director appointed by the Governor overseeing operations, the Lottery works with a retailer network to provide players with innovative, entertaining, and rewarding games.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	34,877.9	60,154.2	59,779.5
Other Non Appropriated Funds	557,512.8	509,830.0	509,830.0
Federal Funds	0.0	0.0	0.0
Program total	592,390.7	569,984.2	569,609.5
FTE Positions	110.0	110.0	110.0

Strategic Issues:

Issue 1 Increase Funding for Arizona Programs.

Increasing sales is always an important priority for the agency because funding for state programs is based on profits generated from Lottery game sales. Total sales have consistently increased in recent years, although trends vary by game. Instant ticket sales (Scratchers) have shown steady annual gains, while Powerball® revenues continue to be linked to large jackpots. In August 2005, Powerball game changes will be implemented that should result in faster jackpot growth and increased revenue for that game. Sales for Fantasy 5™ and Pick 3™ have been fairly stable, while the addition of a promotional “instant win” feature for The Pick™ in early FY05 helped to reverse the declining sales trend this game has experienced. In mid-FY06, a similar feature is planned for Fantasy 5 to rejuvenate player interest. Instant ticket sales now represent over 50% of total revenues, and the Lottery will continue efforts to maintain sales momentum with respect to this product. Higher price point (\$3, \$5 and \$10) instant tickets have been well-received by players, and the Lottery will continue to incorporate them as a consistent part of the Scratchers product mix in future years.

Instant Ticket Vending Machines (ITVMs) are self-service machines through which customers can purchase the instant ticket product. Beginning in FY05, the cost for ITVMs was incorporated within the existing instant ticket line item. This has allowed greater flexibility in managing the ITVM network, allowing the Lottery to more effectively utilize these machines to maximize sales. In mid-FY05, the Lottery replaced approximately half of the existing 16-bin ITVMs with 20-bin units and 100 new machines were added to the overall ITVM network. While only in place for half the year, total ITVM sales for FY05 were 25% higher than FY04.

Issue 2 Statutory Challenges.

In contrast to other state entities, the Arizona Lottery is a public agency that must conduct itself as a corporate organization in order to be successful. This unique operating environment presents challenges for the Lottery to perform as a market-driven business while still respecting the mandates of state government. The Lottery has achieved consistent sales growth in past years. However, sales are nearing a level where they will plateau without legislative/statutory changes that provide greater flexibility in conducting operations.

The Lottery beneficiary distribution formula is extremely complex and limits continued growth potential. Beneficiaries receive a percentage of game revenues

that are dependent on specific game sales and vary by type of product. Aside from being difficult to understand, this percentage-based distribution methodology places limitations on the prize payout available for games, which is what impacts the frequency of a “winning experience” for players. This is especially critical for instant games where the Lottery’s average prize payout of 60% is well below the industry average of approximately 65%.

Legislation was introduced in the FY05 Legislative Session that proposed an alternative format for beneficiary distributions based on a flat dollar amount, rather than as a percentage of game sales. The proposed legislation would have simplified the distribution process, provided a guaranteed level of funding for each beneficiary, and allowed the Lottery some flexibility in determining prize payout amounts. Unfortunately, legal issues related to voter-protected sections of statute hindered the progress of this legislation. However, the Lottery’s dilemma remains – unless statutory revisions are made, Lottery sales growth will likely plateau, along with beneficiary distributions.

Issue 3 Operate Efficiently and Effectively.

A continuing priority for the Lottery is to ensure that all business operations are conducted in an efficient and effective manner. A key component of this issue includes the optimal use of advertising funds. The Lottery signed a new advertising contract effective in April 2005 after ten years with the previous agency. The new advertising partner was selected through the procurement process and will bring a fresh perspective to promoting Lottery products and increasing sales. Although the approach may be new, the Lottery plans to continue a product-oriented advertising focus as a tool to increase sales and build growth in the core play of Lottery games.

Other initiatives include taking the agency’s web site from primarily an informational resource to a more interactive, marketing-oriented tool; exploring the creation of a Player’s Club as a means to build customer relations; and continuing to conduct customer research (via the web site, surveys, and focus groups) to generate information that can be used in the decision-making process. A positive working relationship with the retail community continues to be essential to the successful operation of the agency, and the Lottery may explore the use of various retailer promotions as a means to enhance retailer participation and increase game sales. Recent revisions to the Lottery’s promotions rules will allow for more creative game, retailer and player promotions.

In FY05, the agency again held a strategic planning session with Lottery employees and vendors. This meeting generated valuable insights on how to most effectively utilize agency resources to improve performance in the coming year.

◆ Goal 1 To increase revenue.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Dollar amount of instant ticket sales (in millions)	183.30	219.7	199.5	199.5
Dollar amount of on-line sales (in millions)	183.30	177.9	167.3	167.3
Dollar amount of all game sales (in millions)	366.6	397.6	366.8	366.8
Explanation: Sales estimates are from the JLBC Appropriations Report to maintain consistency between the budget and the operational plan. Lottery FY06 estimate: \$225M instant tickets, \$170.1M on-line, \$395.1M total.				
Increase/(decrease) in instant ticket sales from prior year (in millions)	n/a	36.4	(20.2)	0.0
Explanation: New JLBC measure. Decrease in FY06 is because sales estimate is less than FY05 actual sales.				
Increase/(decrease) in on-line sales from prior year (in millions)	n/a	(5.4)	(10.6)	0.0
Explanation: New JLBC measure. On-line sales are largely jackpot driven, impacting sales in any given year.				
Total dollar amount of Instant Ticket Vending Machine (ITVM) sales (in millions)	35.8	44.8	52.0	59.0
Average dollar amount of sales per Instant Ticket Vending Machine	111,500	108,000	123,000	140,000
Explanation: 100 new machines were added in mid-FY05. This resulted in a lower per-machine average, although total machine sales increased over FY04.				
Total Lottery dollars distributed to State programs (in millions)	107.8	116.4	106.7	106.7
Explanation: Decrease in FY06-07 is a function of using sales estimates from the Appropriations Report, which are lower than FY05 actual sales.				
Percent of lottery ticket sales distributed to state beneficiaries	29.40	29.3	29.1	29.1

◆ **Goal 2** To increase agency efficiency.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of hours on-line game system available for processing transactions (out of 6022.5 hours total)	6,019.2	6020.2	6020.0	6020.0
Number of hours instant ticket validation system available for processing transactions (out of 6022.5 hours total)	5,973.6	6005.3	6005.0	6005.0
Lottery operating expenses as a percentage of total sales	16.0	15.5	16.3	16.3
Percent of Lottery program expenditures outsourced	88.6	88.4	87.3	87.5
Administration as a percentage of total cost	7.6	7.2	7.7	7.5
Average number of days required to pay vendors	5	4	10	10
Percent of vendor invoices paid within 30 days	98	99.7	98.0	98.0

◆ **Goal 3** To maintain an effective retailer compliance program.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of active retailer accounts in good standing	99.80	99.7	99.1	99.1
Number of retailer compliance inspections conducted	1,331	1300	1400	1400
Percent of retailers in compliance with Lottery rules and regulations	99	96	97	97
Percent of retailers in compliance with underage wagering requirements	99	99	99	99

◆ **Goal 4** To expand public awareness regarding the Lottery's image, beneficiaries, winners, and products.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of general public indicating the Lottery is run honestly and with integrity	79	82	75	75
Percent of general public indicating the Lottery is a good way to raise money for the state of Arizona	74	76	70	70
Average number of calls received per month on automated winning numbers line	337,000	310,000	310,000	310,000
Average number of visitors per month to the Lottery website	7.5	586,800	500,000	500,000

Explanation: The FY05 estimate reflects the number of "hits" (in millions), which included multiple hits within the website itself. A new website tracking tool allows for reporting based on actual visitors, which should more accurately reflect website traffic.

◆ **Goal 5** To enhance retailer relationships.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of retailers achieving additional .5% commission incentive	32	33	36	39
Percent of retailers expressing overall satisfaction with Lottery services	88	95	90	85

Explanation: The Lottery will be converting to a new on-line game system that may cause a slight decline in retailer satisfaction.

◆ **Goal 6** To attract and retain high quality employees.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of agency staff turnover	15.40	10.0	10.0	10.0
Percent of agency staff turnover due to employee retirement.	n/a	4.5	5.5	5.5

Explanation: The Lottery has several employees eligible for retirement over the next few years. This new measure isolates turnover due to retirement from the total turnover rate.



MEA 0.0

Agency Summary
ARIZONA MEDICAL BOARD

Timothy C. Miller, J.D., Executive Director

Phone: (480) 551-2791

A.R.S. § 32-1401 to 32-1491, A.R.S. § 32-2501 to 32-2558

Mission:

To protect the public through the judicious licensing and regulation of physicians and physician assistants.

Description:

The agency staff supports two Boards - the Arizona Medical Board, which regulates the allopathic medical profession, and the Arizona Regulatory Board of Physician Assistants, which regulates physician assistants in the State of Arizona. Together, the Board regulates over 1800 licensees. The two boards determine and administer disciplinary action in the event of proven violations of the practice acts. The agency processes applications for licenses, handles public complaints against licensees, and disseminates information on the healthcare delivery system.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,825.9	5,324.3	5,169.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	4,825.9	5,324.3	5,169.6
FTE Positions	58.5	58.5	58.5

Strategic Issues:

Issue 1 *Provide the education and resources necessary for the public to make informed healthcare decisions*

Public education is an essential ingredient in trimming the cost of healthcare. The Board recognizes that this is best achieved through an effective method of information dissemination both to the public-at-large and the licensees. Developing an effective public outreach campaign involves the use of several mediums targeted at a variety of groups in different areas of the state. Unlike advertising, public outreach does not require a large amount of money, but rather, an abundance of specialized contacts that are targeted for their reach to a large and diverse population. Additionally, good public outreach campaigns depend upon an equally diverse message, making the Board's role of interest to a variety of people. The agency's public outreach campaign will continue to explore a number of formats the Board can use to reach Arizona citizens including: an enhanced website, newsletters and pamphlets, a speakers bureau and public service announcements.

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Issue 2 *Streamline the licensing process and develop a judicious case adjudication process*

Optimal resource utilization is best realized through a streamlined process of licensee regulation. Until to-date, the Board's licensing and renewal processes have not advanced in the use of the latest technology. The agency planned conversion to

an e-licensing technology is expected not only to streamline processes, but to also to improve agency ability to meet regulatory standards. In addition, a judicious case adjudication process can only be sustained if an efficient information system is in place. This can be achieved through on-line complaint filing, automated case tracking, electronic information management, etc.

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Issue 3 *In light of Arizona's increasing population and changing health care needs, the agency will partner with educational institutions, other healthcare associations, other state agency boards, other state medical boards, and other stakeholders in protecting public safety.*

The Board continually strives to proactively explore policies influencing health care delivery and ensuring public safety. By increasing efforts to partner with Arizona's educational institutions and other health care associations, the Board will play an integral part in future public policy making. Areas of concentration will include availability of healthcare in rural demographic areas, and the use of advanced technology in the practice of medicine.

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Issue 4 *Increase system accountability and transparency through performance measurement*

The rising demand for agency accountability and transparency is being addressed by the Board through the development and adoption of a system of performance measures based on service outcomes, quality, and efficiency. To the extent allowed by law, the Board will make itself more accessible to the public, licensees, healthcare organizations, and other interested parties.

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◆ **Goal 1** To educate the public to make informed healthcare decisions

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of newsletter copies distributed	n/a	n/a	40,000	42,000
Explanation: New measure starting FY06				
Number of Speakers Bureau engagements	n/a	n/a	32	35
Explanation: New measure starting FY06				
Informational pamphlets developed	1	0	d/c	d/c
Explanation: Data covers only the last 6 months of FY 2005. d/c = discontinued				
Public speaking presentations	6	29	d/c	d/c
Explanation: Data covers only the last 6 months of FY 2005. d/c = discontinued				
Articles written for publications	7	0	d/c	d/c
Explanation: Data covers only the last 6 months of FY 2005. d/c = discontinued				
New educational materials posted to website	22	2	d/c	d/c
Explanation: Data covers only the last 6 months of FY 2005. d/c = discontinued				

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Customer satisfaction with on-line physician education programs (scale of 1-8)	n/a	n/a	d/c	d/c	Number of active licensees (M.D.)	16,847	17,516	d/c	d/c
Explanation: Measure not implemented. N/A = not available; d/c = discontinued					Explanation: d/c = discontinued				
Number of Internet hits at M.D. website www.azmd.gov. (in thousands)	16,253.40	n/a	d/c	d/c	Number of active licensees (P.A.)	1,177	1,311	d/c	d/c
Explanation: N/A = not available; d/c = discontinued					Explanation: d/c = discontinued				
Number of Internet hits at www.azpa.gov	281,300	n/a	d/c	d/c	Biennial renewals received (M.D.)	8,399	8,466	d/c	d/c
Explanation: N/A = not available; d/c = discontinued					Explanation: d/c = discontinued				
Healthcare Provider Profiles accessed on-line at http://docfinder.state.az.us (in thousands)	1,462.5	n/a	d/c	d/c	Annual renewals received (P.A.)	1,105	1,249	d/c	d/c
Explanation: N/A = not available; d/c = discontinued					Explanation: d/c = discontinued				
Number of Internet hits at http://docfinder.state.az.us (in thousands)	4,514.8	n/a	d/c	d/c	Biennial renewals issued (M.D.)	7,808	8,121	d/c	d/c
Explanation: N/A = not available; d/c = discontinued					Explanation: d/c = discontinued				
Consumer satisfaction rating (percentage)	n/a	n/a	80	85	Annual renewals issued (P.A.)	1,051	1,187	d/c	d/c
Explanation: New measure starting FY06					Explanation: d/c = discontinued				
Percent of agency budget expended on information dissemination	n/a	n/a	.005	.005	Biennial licenses not renewed (M.D.)	591	611	d/c	d/c
Explanation: New measure starting FY06					Explanation: d/c = discontinued				
Agency media releases sent to outside organizations (M.D.)	13	16	d/c	d/c	Annual licenses not renewed (P.A.)	44	73	d/c	d/c
Explanation: Data covers only the last 6 months of FY 2005. d/c = discontinued					Explanation: d/c = discontinued				
Agency media releases sent to outside organizations (P.A.)	0	5	d/c	d/c	Applications received by mail (M.D.)	1,368	1,458	d/c	d/c
Explanation: Data covers only the last 6 months of FY 2005. d/c = discontinued					Explanation: d/c = discontinued				
M.D. Profiles provided	70,831	13,207	d/c	d/c	Applications received on-line (M.D.)	n/a	n/a	d/c	d/c
Explanation: Discrepancies may be due to methodological differences. d/c = discontinued					Explanation: N/A = not available; d/c = discontinued				
M.D. Profiles accessed on-line by external sources (in thousands)	3,953.9	n/a	d/c	d/c	Applications received by mail (P.A.)	140	191	d/c	d/c
Explanation: N/A = not available; d/c = discontinued					Explanation: d/c = discontinued				
P.A. Profiles provided	235	276	d/c	d/c	Percent of application requests responded to within 2 days	100	100	d/c	d/c
Explanation: d/c = discontinued					Explanation: d/c = discontinued				
P.A. Profiles accessed on-line by external sources (in thousands)	98.93	n/a	d/c	d/c	Percent of applicants provided with deficiency reports within 30 days	100	100	d/c	d/c
Explanation: N/A = not available; d/c = discontinued					Explanation: d/c = discontinued				
Public e-mails received at questions@azmd.gov	4,669	1,887	d/c	d/c	Applications denied (M.D.)	9	6	d/c	d/c
Explanation: Discrepancies may be due to methodological differences. d/c = discontinued					Explanation: d/c = discontinued				
Percent of public e-mail answered within 48 hours	97	100	d/c	d/c	Applications denied (P.A.)	0	2	d/c	d/c
Explanation: d/c = discontinued					Explanation: d/c = discontinued				
◆ Goal 2 To utilize available advanced technology in the regulation of licensees					Miscellaneous licenses issued	60	73	d/c	d/c
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Explanation: d/c = discontinued				
Percentage of license applications processed within standard time	n/a	n/a	100	100	Dispensing certificates issued	366	462	d/c	d/c
Explanation: New measure starting FY06					Explanation: d/c = discontinued				
Percentage of renewal applications processed within standard time	n/a	n/a	100	100	P.A. supervision notifications processed	528	609	d/c	d/c
Explanation: New measure starting FY06					Explanation: d/c = discontinued				
Percentage of license and renewal payments paid on-line	n/a	n/a	30	35	Percent of investigation cases conducted within set timeframes	n/a	n/a	85	85
Explanation: New measure starting FY06					Explanation: New measure starting FY06				
Average time to issue a license from receipt of application	n/a	n/a	60	58	Percentage of cases reviewed by Board staff completely using electronic media	n/a	n/a	85	85
Explanation: New measure starting FY06					Explanation: New measure starting FY06				
Average time to renew license from receipt of application	n/a	n/a	6	5	Consumer satisfaction rating in the length of time for case adjudication	n/a	n/a	80	80
Explanation: New measure starting FY06					Explanation: New measure starting FY06				
Licenses issued (M.D.)	1,196	1,281	1,269	1,307	Average number of days to complete an medical doctor investigation	152	201	180	180
Licenses issued (P.A.)	199	146	208	213	Explanation: Average number of days to complete an investigation for all M.D. cases opened during FY 2005 is 107 days.				
Resident permits issued	1,096	1,195	1,163	1,198	Average number of days to complete an physician assistant investigation	169	195	180	180
Average number of days to process an initial medical doctor license upon receipt of completed application	2	2	2	2	Explanation: Average number of days to complete an investigation for all P.A. cases opened during FY 2005 is 108 days. This measure is discontinued for FY06.				
Average number of days to process a medical doctor renewal upon receipt of completed application	1	2	1	1	Average number of days to resolve a medical doctor case	270	279	220	220
Licenses issued (P.A.- Temporary)	54	48	d/c	d/c	Explanation: d/c = discontinued				
Explanation: d/c = discontinued					Average number of days to resolve a physician assistant case	204	357	240	240
					Medical doctor cases referred to formal hearing	37	13	32	35
					Complaints received (M.D.)	2,021	1,699	d/c	d/c
					Explanation: Discrepancies may be due to methodological differences. d/c = discontinued				
					Complaints received (P.A.)	62	62	d/c	d/c
					Explanation: Discrepancies may be due to methodological differences. d/c = discontinued				
					Investigations opened (M.D.)	2,085	1,633	d/c	d/c
					Explanation: Discrepancies may be due to methodological differences. d/c = discontinued				
					Investigations opened (P.A.)	59	54	d/c	d/c
					Explanation: Discrepancies may be due to methodological differences. d/c = discontinued				
					Investigations remaining open at fiscal year end (M.D.)	1,005	1,243	d/c	d/c
					Explanation: d/c = discontinued				
					Investigations remaining open at fiscal year end (P.A.)	39	41	d/c	d/c
					Explanation: d/c = discontinued				

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Percent of supply requests processed within 1 business day	100	97	d/c	d/c
Explanation: d/c = discontinued				
Percent of incoming revenue/deposits processed the same day	100	100	d/c	d/c
Explanation: d/c = discontinued				
Number of innovative training/development programs proposed	6	0	d/c	d/c
Explanation: Data covers only the last 6 months of FY 2005. d/c = discontinued				
Number of innovative training/development programs completed	17	0	d/c	d/c
Explanation: Data covers only the last 6 months of FY 2005. d/c = discontinued				
Number of performance feedback surveys completed	1	0	d/c	d/c
Explanation: Data covers only the last 6 months of FY 2005. d/c = discontinued				
Number of training requests received	97	56	d/c	d/c
Explanation: Data covers only the last 6 months of FY 2005. d/c = discontinued				
Number of training requests approved	97	56	d/c	d/c
Explanation: Data covers only the last 6 months of FY 2005. d/c = discontinued				
Percent of staff completing training/continuing education/development per year	46	n/a	d/c	d/c
Explanation: Data covers only the last 6 months of FY 2005. d/c = discontinued				
Position Description Questionnaires reviewed and/or updated	27	49	d/c	d/c
Explanation: Data covers only the last 6 months of FY 2005. d/c = discontinued				
◆ ◆ ◆ ◆ ◆ ◆				

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Agency Summary

BOARD OF MEDICAL STUDENT LOANS

Tim B. Hunter, M.D., Chairperson
 Phone: (520) 626-7145
 A.R.S. § 15-1721 to 1728

Mission:

To recruit physicians to provide service to rural and other medically underserved areas, populations, and Indian reservations in Arizona and to increase the number of physicians practicing in these areas, by providing substantial funding in educational loans and scholarships 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, in two forms: the Medical Student Loan Program and the Medical Student Scholarship Program. Participating schools include Midwestern University/AZ College of Osteopathic Medicine (AZCOM) and the University of Arizona (UA) College of Medicine. The Board consists of eight members who review student applications and make decisions necessary for the operation of the programs. Arizona residency is required for both programs. The Medical Student Loan Program gives preference to medical students who have financial need and who sign contracts to provide primary care in eligible service areas. For both programs, for each year of funding received, recipients must provide one year of services in a designated area or population, with a minimum two-year service commitment. For 28 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 AZCOM joined the program in 1999, AZCOM and UA both have provided services at no cost to publicize and coordinate the student application and interview process, coordinate the funding process, and track the participants. Vital to the success of the program is the cooperation and assistance provided by ADHS, which assists the Board in the selection of loan and scholarship recipients and the coordination of service sites, as well as by providing at least one employee to serve on the Medical Student Loans Board. Pursuant to legislation passed in the 2005 session, effective August 12, 2005, the Medical Student Scholarship Program was established to provide funding to First Year medical students willing to commit themselves to primary care and to serve in eligible service areas in Arizona. Under the Scholarship program, preference is given to students who demonstrate superior academic and extracurricular merit. In addition to adding the scholarship program, the legislation authorized the Board to fully fund the cost of public and private medical school education for both the scholarship and loan programs. Previously, the amount covering tuition was limited to the cost of public school medical education.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	1,500.0	1,841.9
Other Appropriated Funds	296.6	1,796.6	1,513.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	296.6	3,296.6	3,355.1
FTE Positions	0.0	0.0	0.0

Strategic Issues:

Issue 1 *To increase the number of physicians providing service to rural and other medically underserved areas, medically underserved populations, and Indian reservations in Arizona*

The Board's primary goals are to provide physicians to medically needy areas and populations in Arizona, and to continue adding to that number to alleviate the physician shortage. The Board faces several challenges in meeting these goals. Funding decisions made for FY2007 will impact the number of physicians made available in the year 2013 and beyond, due to the lengthy training period to become a licensed physician. For both the Loan and Scholarship programs, the only source

of funding is State appropriations. Neither program received an FY2007 appropriation. The Loan Program was mentioned in a General Appropriation footnote that reads as follows: "it is the intention of the legislature that the funding for the Board of Medical Student Loans shall not be from the Arizona Medical Board Fund in FY 2007." Thus, in FY2007, the Board requested that the General Fund appropriation (the source of funding prior to FY 2004) be reinstated for the Loan Program, so that the same number of students may be funded in FY2007. The Scholarship program is limited to first year medical students, thereby precluding continuing medical students from application. Further, contracts under the Loan Program cannot be funded from the Scholarship appropriation.

Issue 2 *To successfully recruit and retain students to participate in the Loan and Scholarship programs by funding a substantial portion of the cost of medical education for recipients*

Financial support during medical school helps students from incurring excessively high debt, which can make it difficult for new physicians to practice primary care in an underserved location. It is crucial that the funding be both substantial and reliable in order to successfully recruit students. The revision to A.R.S. §15-1723[B], effective August 12, 2005 allows the Board for the first time to provide funding for full tuition to private medical school students, as well as a living allowance which will help defray students' costs for books, supplies, medical equipment, transportation to hospitals, clinics, and doctor's offices, and provide for rent, utilities, food, health insurance, clothing, and miscellaneous expenses. In FY2005, the total loan amount of \$26,963 covered only a fraction of private school (AZCOM) tuition, which was \$34,099. This was about 48% of the average annual cost of private medical education. In contrast, the same loan amount provided 89% of the average annual cost of public medical education (UA). In order to meet the 89% minimum threshold for both public and private school students, the Board requested an FY2007 appropriation from the General Fund totaling \$355,100 for the Loan program. This amount would allow the Board to fund four UA students at \$32,717 each and four AZCOM students at \$56,063 each, the estimated maximum loan amount for each school under the revised law. The Medical Student Scholarship Program, which provides only for First Year Medical Students, will be implemented in FY 2006, with the Board determining the terms and conditions of multi-year contracts, publicizing the scholarships, and beginning the interviewing and selection process.

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Loan provided to each medical school student (in thousands of dollars)	25.4	27.0	31.0	32.7
Loan as a percent of average annual cost of public medical education	88	89	95	95
Loan provided to each private medical school student (in thousands of dollars)	25.4	27.0	53.1	56.1
Loan as a percent of average annual cost of private medical school education	47	48	90	90
Maximum loan amount (percent) allowed by law provided to each student (by State Appropriation)	92	93	100	100
Administration as a per cent of total cost	0	0.0	0.0	0.0

Explanation: All funds are used to provide educational funding to medical students having contracts with the State of Arizona to provide service as a physician to rural and other medically underserved areas, medically underserved populations, and Indian reservations in Arizona. The University of AZ College of Medicine and Midwestern University/AZ College of Osteopathic Medicine provide support services at no charge to the Board of Medical Student Loans.

◆ **Goal 2** To provide physicians to rural and other medically underserved areas, medically underserved populations, and Indian reservations located in Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students funded per year	13	11	8	8
Percent of student participants progressing toward/achieving medical degree	100	100	100	100
Student participants achieving MD or DO degree (there are no loan or scholarship recipients expected to graduate in FY 2007)	4	5	8	0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Physicians in service	15	15	12	13
Physicians practicing in eligible service areas after service requirement is met	30	32	33	34
Percent of physicians who have provided service in eligible sites	96	93	91	89



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Agency Summary
STATE MINE INSPECTOR

Douglas K. Martin, State Mine Inspector
Phone: (602) 542-5971
A.R.S. § 27-121 et seq.

Mission:

To administer and enforce the Mining Code of the State of Arizona for the protection of the life, health, and safety of mine employees and the public in Arizona's active, inactive, and abandoned mines.

Description:

The State Mine Inspector is a statewide elected constitutional officer and the director of the Office of the State Mine Inspector. This agency enforces statutes, rules, and regulations applicable to mine safety, health, explosives and land reclamation. The Agency inspects the health and safety conditions and practices at active mining operations; investigates mine accidents, employee, and public complaints; and conducts federally certified miner and instructor safety training. The Agency administers \$165 million in reclamation assurance bonds and enforces the Mined Land Reclamation laws, rules, and regulations for the restoration of disturbed lands to a safe and stable environmental condition. The Agency promotes public safety regarding abandoned mines by "Stay Out Stay Alive" promotions, presentations, and publications; complaint investigations; mine owner compliance notifications; and identification, hazard assessment, prioritization, posting, and securing of safety hazards. The agency issues permits, licenses, and certificates for elevators and electrical connections, and monitors the manufacturing, storing, selling, transferring, and disposal of all explosives or blasting agents.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ MINING SAFETY ENFORCEMENT	1,105.0	1,063.8	1,031.9
➤ ABANDONED MINES	4.1	60.3	60.3
➤ EDUCATION AND TRAINING - FEDERAL GRANT	307.7	296.0	285.5
➤ MINED LAND RECLAMATION	7.1	219.0	24.0
Agency Total	1,423.9	1,639.1	1,401.7

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,116.2	1,148.1	1,116.2
Other Appropriated Funds	0.0	195.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	307.7	296.0	285.5
Program total	1,423.9	1,639.1	1,401.7
FTE Positions	22.0	22.0	22.0

Strategic Issues:

Issue 1 Explosive Safety Enforcement

Since the events and tragedies of September 11, 2001, public safety agencies are held accountable to know all threats against the citizens of this country. The increased potential for terrorist activity, particularly along the Border States has intensified the need to evaluate sources of possible terrorization and maintain information on those threats. Today, the control of explosives lies with the consumers and the industry utilizing the products and equipment. No central point of information exists. High safety responsiveness is needed for this country's continued existence, and a system in which we do not know who, where, or how

much explosive power is available is no longer an option. The safety of our citizens and the preservation of the nation reside with our Public Safety Agencies who must know all sources of threats and the resources of those who engage in terrorism. The 1989-1990 legislature cut this and other Mine Inspector safety programs although the statutory mandate was never removed. For these reasons it is now necessary to re-initiate a program to regulate and control explosives and blasting agents. This critical Issue can be met by establishing a central database containing invoices, shipments, disbursements, and receipts. All state public safety agencies would have immediate access to a central system. Additionally use by public safety agencies nationwide would be viable, and coordinated with a national system. One additional inspector and one administrative assistant with support equipment will allow the required resources and time to inspect and monitor all explosive and blasting activities.

Issue 2 *Loss of funding for identification of dangerous abandoned mines has reduced the number of abandoned mine field surveyor positions from seven to one. Federal funding and appropriated matching funds are needed.*

The loss of federal funds for the Abandoned Mine Program has dramatically slowed field survey identification, public risk assessment, and mine landowner notification efforts for dangerous abandoned mines. The Abandoned Mine Program priorities have shifted to inventory and securing mine openings on state owned lands only. Mine landowner notifications are sent out based on "discovery" through public complaint investigations. The agency under ARS § 27-129 and 27-318 has "standard of care" liability exposure to identify and "notify to secure" dangerous abandoned mine openings on private and public lands. In recent months, some funding has been proposed from different sources to increase public safety by closing abandoned mines identified has the highest risk. Matching funds can be appropriated by the legislature as outlined in ARS § 27-131.

Issue 3 *Baseline budget for the Agency was reduced in FY 2002 by 5.8% (\$73,400) and in FY 2003 by another 8.4% (\$107,200). To survive this reduction, in-state travel of field personnel in inspections, abandoned mines and reclamation programs were restricted and have not been restored.*

Baseline budget for the Agency was reduced in FY 2002 by 5.8% (\$73,400) and in FY 2003 by another 8.4% (\$107,200) and has not been restored. The further reduction for FY 2003 was devastating with direct impact to the performance of mandated health and safety inspections, securing of hazardous abandoned mines, and mine reclamation enforcement. In order to survive this previous reduction and minimize long-term negative impact to mine safety and public safety, the budgets for equipment, abandoned mine safety fund, outside services technical support, and out of state travel were cut to zero in FY 2003. These cuts were still not enough to comply with the FY 2003 appropriation reduction. An additional cut of \$32,400 was required for in state travel costs of field personnel in inspections, abandoned mine safety, and reclamation. These travel reductions have reduced the number of inspections performed and will continue to reduce the percentage of mandated inspections completed in calendar years 2006 and 2007.

The mine safety enforcement program achieved 89%+ completion of mandated inspections in calendar year 2002. This number of inspections was the highest completion percentage since 1997. Using the FY 2004 appropriation as a baseline budget, the completion of mandated inspections is forecast to continue to decline to 70% in calendar years 2005, 2006, and 2007. This forecast is based on mid-year 2005 actual results and a projection to year end. Prevention of mine accidents relates directly to completion of mandated inspections. Completion of mandated inspections also reduces the state's financial liability in mine accident litigation cases. Currently, the Agency has seven pending claims totaling \$20.2 million, related to two mine accidents.

Issue 4 *Increased financial risk exposure for the State of Arizona arising from mine accident liability claims and failure to perform mandated health and safety inspections at all mines. One additional FTE for deputy mine inspector is imperative.*

The agency does not have sufficient number of deputy mine inspectors to complete the mandated number of annual inspections at active mines (ARS § 27-124). Failure to achieve annual mandated inspection requirements exposes the State of Arizona to major financial risk. This litigation financial risk, which was speculative in previous strategic plan, is now reality. Four direct settlements and one jury trial in five mine accident cases since 1998 have cost the State of Arizona \$1.89 million. Currently, there are seven active mine accident claims filed against the agency, totaling \$24.7 million. Plaintiff attorneys allege the agency "failed to

inspect" and therefore did not identify and direct the mine operator to correct hazardous conditions the agency "knew or should have known" existed before the mine accident.

Issue 5 *Failure of the Legislature to authorize the 20% matching funds for the Education and Training grant threatens federal funding support.*

The Legislature has not authorized the 20% matching funds for the existing federal grant and this could jeopardize future funding of the grant. The Education and Training Program has a proven positive impact in the prevention of accidents at Arizona's mines and is entirely dependent on federal funding. Traditionally the State provides a 20% "in kind" match to comply with the terms of agreement of the grant. The "in kind" match has been challenged by federal auditors in the past and poses a potential threat to future funding.

Issue 6 *Noncompetitive salaries for Agency staff positions, in particular Deputy Mine Inspectors. Average salary for experienced deputy mine inspectors is \$37,450 after the pay adjustment effective June 8, 2002.*

Salaries of the inspectors, engineers, instructors, and other professional level positions are not competitive with salaries of corresponding staff positions in other state and federal agencies as well as private industry. Additional funding for personal services is needed to adjust salaries closer to market rates. Noncompetitive salaries for deputy mine inspectors create difficulty in recruiting and keeping qualified experienced safety professionals. Deputy Mine Inspector II position requires minimum of four years underground mining experience and three additional years experience in surface mining or mineral processing. Average annual salary for Deputy II in FY 2003 is only \$37,450. Entry-level OSHA inspectors start at \$40,000 per year. The Arizona Department of Administration's Joint Governmental Salary and Benefits Survey of 2001 indicates a weighted average annual salary of \$44,256 for a publicly employed safety officer. U.S. Department of Labor, Bureau of Labor Statistics for Year 2000-01 list the average annual salary in 1999 for federal mine safety and health inspectors as \$58,000.

MIA 1.0 **Program Summary**
MINING SAFETY ENFORCEMENT
 Douglas K. Martin, 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,105.0	1,063.8	1,031.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,105.0	1,063.8	1,031.9
FTE Positions	15.5	15.5	15.5

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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent mandated inspections completed	67	70	75	75
Number of reportable (lost time) mine accidents	53	142	100	100
Employee and Public Complaints Investigated	35	47	55	55
Number of safety inspections completed	567	528	550	550
Customer satisfaction rating for Mines (scale 1-8)	7.1	7.7	8.0	8.0
Natl Average Mine Accident NFDL Incident Rate	n/a	3.13	n/a	n/a
Arizona's Mine Accident NFDL Incident Rate	n/a	2.99	n/a	n/a

MIA 2.0 **Program Summary**
ABANDONED MINES
 Alene McCracken, AM Program Supervisor
 Phone: (602) 542-5971
 A.R.S. § 27-318

Mission:

To promote public safety by field identification, hazard assessment, mine owner compliance notification, and administration of the securing of dangerous abandoned mines in compliance with the endangered species and plant acts, historical acts and environmental acts.

Description:

The Abandoned Mines program's efforts fall into two categories; the inventory of abandoned mine sites and the administration of the securing, remediation, and closure of abandoned mines. Field surveys are prioritized to primarily locate mines on state lands, secondly on other public lands, and then thirdly on private lands within the 73 million acres that comprise the State of Arizona. The survey records the exact location of abandoned mines using a global positioning satellite system. The inventory's objective is to produce an accurate count of abandoned mines, and describe the significant safety hazards and potential environmental hazards occurring with them. The database of surveyed abandoned mines is used to provide for the prioritization of significant public and environmental hazards for remediation and reclamation planning. The inventory also allows the agency to accurately investigate public complaints about abandoned mines in a timely manner. An abandoned mine may be used for criminal activities, such as a cache for stolen explosives or a body disposal site. The program assists law enforcement criminal and missing persons investigations and body recoveries. The administration of securing abandoned mines first prioritizes sites on state owned lands listed in the inventory based on the severity of the threat posed to public and environmental safety. Through this prioritization, structures are designed as necessary for abandoned mine closures on state lands. The cost of field construction work to secure these mines is provided 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 identifying and securing abandoned mines with local, state, and federal agencies as well as other states and volunteer groups. Groups include the Yuma County Sheriff's Search and Rescue Group, the Maricopa County Sheriff's Office Mountain Search and Rescue Group, Arizona Department of Mines and Mineral Resources, Maricopa County Parks, Arizona State Land Department, Arizona Game and Fish, Arizona State Historic Preservation Office, Arizona Department of Environmental Quality, Department of Labor Mine Safety and Health Administration, Bureau of Land Management, Forest Service, Environmental Protection Agency, Western Governors' Association, and the National Association of Abandoned Mined Land Programs, which is comprised of 27 states and three Indian Tribes.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4.1	60.3	60.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	4.1	60.3	60.3
FTE Positions	1.0	1.0	1.0

◆ **Goal 1** To promote public safety by identification, hazard assessment, prioritization, posting, and securing of dangerous abandoned mine openings and assisting law enforcement agencies.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Mine Sites Inventoried	20	22	30	30
Number of abandoned mine openings secured	5	0	0	0

◆ **Goal 2** To investigate abandoned mine complaints and notify mine owners to secure dangerous abandoned mine openings.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Abandoned Mine Complaint Investigations	12	10	15	15

MIA 3.0	Program Summary
EDUCATION AND TRAINING - FEDERAL GRANT	
Kerry Ugalde, E & T Program Administrator	
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 in mandatory requirements of state and federal mine safety regulations.

Description:

The Education and Training Program certifies instructors, develops lesson plans, conducts classes, and organizes safety conferences for mine safety education and training. The emphasis is placed on miners' rights and current health and safety regulations in compliance with the Mining Code of the State of Arizona, ARS Title 27, and the Federal Mine Safety and Health Act of 1977, Title 30 CFR, Parts 46, 48, 49, 56, 57,58, and 62. In addition to mining company employees; all contractors, vendors, rescue teams, and others regularly exposed to mine hazards at a mine property are required to have various levels of training furnished by the Education and Training Program.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	307.7	296.0	285.5
Program total	307.7	296.0	285.5
FTE Positions	5.0	5.0	5.0

◆ **Goal 1** To eliminate fatal accidents and reduce the number and severity of lost time accidents at Arizona mines through safety education and training of mine employees vendors and contractors.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate

Number of Arizona miners and contractors trained 6,800 6200 6,000 6,000

MIA 4.0	Program Summary
MINED LAND RECLAMATION	
Douglas K. Martin, State Mine Inspector	
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 a part of the continual monitoring process to establish compliance to the Mined Land Reclamation laws.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	7.1	24.0	24.0
Other Appropriated Funds	0.0	195.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	7.1	219.0	24.0
FTE Positions	0.5	0.5	0.5

◆ **Goal 1** To enforce continuing compliance of regulated mining companies by conducting annual reviews of financial assurances and on-site inspection for on-going reclamation projects. Review annual status reports and corporate financial data for all current and future mining operations in a timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of annual mined land reclamation compliance reviews	18	19	20	20

◆ **Goal 2** To confirm all existing, proposed, and future mining units and exploration operations have approved reclamation plans and financial assurance mechanisms on file with this agency and are in compliance with the Mined Land Reclamation Act (A.R.S. § 27-901 et seq.).

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Existing Properties Regulated by the Mined Land Reclamation Act	23	22	22	22
Possible Future Startup Mine Projects	2	0	250	250



MNA 0.0 **Agency Summary**
 DEPARTMENT OF MINES AND MINERAL RESOURCES
 Willis D. (Doug) Sawyer, Director
 Phone: (602) 255-3791
 A.R.S. § 27-101 to 102

Mission:

To promote the development of State mineral resources for the mineral industry, small mine operators, prospectors, educators, political subdivisions, and the general public to encourage economic development in the mining and minerals development industry.

Description:

The Arizona Department of Mines and Minerals (ADMMR) is a non-regulatory agency that has three primary functions. The first function is to provide technical assistance to miners, exploration geologists, prospectors, and others who are developing the state's mineral resources. This technical assistance consists of economic studies of problems facing small miners and investigation of their properties to assist in their development. The second function is to maintain an information bank and library of mineral and mining information. The information consists of books, studies, maps, films and videotapes, individual mine files, and other archival documents. The third function is to manage the mineral museum as the state's depository for collecting, cataloging, and displaying mineral specimens, various ores, gemstones, and lapidary material.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	654.1	807.5	794.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	171.9	110.2	110.2
Federal Funds	0.0	0.0	0.0
Program total	826.0	917.7	905.0
FTE Positions	7.0	7.0	7.0

Strategic Issues:

Issue 1 Lack of resources

The Department has irreplaceable information that is contained in numerous texts, original reports, maps, periodicals, and mine files. Currently the information is stored in "hard copy" and is only available to customers visiting our offices. The Department has had several large donations of Arizona mine files that need to be integrated into our 10-year old database of mining information. Our strategic planning session identified these informational materials as critical to future mining ventures in our state. The recommendation of the stakeholders involved with the strategic planning was to improve the database and make it more accessible to customers via the internet and e-mail.

◆ **Goal 1** To increase the number and satisfaction of our customers using the Department's resources

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of people receiving information on mines and mineral resources (in thousands)	20.7	15.2	17.4	18.3
Number of people using Department's web site (in thousands)	52.2	69.7	70.0	57.6
Number of students provided with programs in the Museum (in thousands)	20.7	23.6	22.8	24.0
Number of Museum visitors excluding students (in thousands)	18.9	19.0	20.8	21.9
Number of volunteer hours donated (in thousands)	10.8	9.8	10.0	10.0
Number of student museum visitors (in thousands)	20.70	23.6	21.90	23.00
Number of museum visitors, including students (in thousands)	39.60	42.6	43.60	45.90

Number of mining and mineral topics presented outside the Museum	17	40	35	35
Explanation: Staff reduction affected ability to present topics				
Number of special events conducted in Museum during year	7	8	8	8
Customer satisfaction rating achieved for services provided	4.9	4.9	4.8	4.8

◆ **Goal 2** To acquire, improve, process and disseminate mining and mineral information

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of files to be organized and updated	12.0	9.8	9.6	8.4
Explanation: Reduction in staff affected outcome.				
Percentage of files organized and updated during year	10	10	10	10
Number of customers provided with mining and mineral information	21.20	15.2	21.20	21.20
Number of new files acquired during year (in thousands)	1.0	0.5	1.0	1.0
Percentage incorporated into existing Department files	10	10	10	10
Number of cases or exhibits created during year	6	8	5	5
Department customer satisfaction survey rating (on a scale of 1 to 5 with five being the highest)	4.90	4.9	4.80	4.80
Number of new exhibits created for display outside the Museum	12	11	7	7



NBA 0.0
Agency Summary
 NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS
 Dr. Craig Runbeck, Executive Director
 Phone: (602) 542-8242
 A.R.S. § 32-1501 and 32-4201

Mission:

To protect the health, safety, and welfare of the public by regulating the practice of naturopathic medicine and massage therapy.

Description:

The Agency serves two populations, naturopathic physicians and massage therapists, each of which are governed by a Governor-appointed Board.

The Naturopathic Physicians Board of Medical Examiners is responsible for ensuring public safety and well-being through the regulation of the naturopathic field of medicine, which uses various natural methods to treat patients including nutritional supplements, herbal medicine, homeopathy and lifestyle counseling. The Board regulates physicians who engage in the practice of naturopathic medicine, including certification of those in specialty practice. Further, the Board certifies graduates and medical students to engage in internship, preceptorship, and postdoctoral training programs and certifies medical assistants and approves clinical training programs for medical students. Finally, the Naturopathic Board certifies naturopathic physicians to dispense natural substances, drugs, and devices from their offices and conducts investigations and hearings into allegations of medical incompetence and unprofessional conduct.

The Board of Massage Therapy regulates and licenses massage therapists by approving training requirements, recognizing a national examination, establishing rules, and conducting investigations and hearings into allegations of incompetence and unprofessional conduct.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS	165.6	203.4	181.5
➤ BOARD OF MASSAGE THERAPY	220.3	305.1	272.4
Agency Total	385.9	508.5	453.9

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	385.9	508.5	453.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	385.9	508.5	453.9
FTE Positions	6.0	6.0	6.0

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 board in protecting the public from unsafe practitioners.*

The agency has a website that allows the public to contact us with complaints about individuals regulated by the board. We also participate in "docfinder.com" which is a common data base used by several state medical boards which allows the public to locate a doctor licensed in Arizona and review that doctor's complaint record. Any complaint, from any source, that is received by this agency, in regards to a doctor licensed by this board, is fully investigated and brought to the board's attention at a

public meeting. If we receive a complaint against a doctor not licensed by this board it is referred to the appropriate agency. We will develop a similar system to address the regulation of the massage profession.

Issue 2 *The agency has an obligation to educate licensed naturopathic physicians in regards to the requirements of the Naturopathic Medical Practice Act.*

Board staff publish a biannual newsletter that addresses the requirements of law and lists the individuals who have been disciplined by the board and why. We constantly update the website and refer people to it as a matter of policy. The website has copies of the law, current rules, directories of doctors and medical assistants, notices to the public, links to related sites, etc. We require all doctors, medical assistants, and medical students regulated by this board to pass a jurisprudence examination dealing with the requirements of the Naturopathic Medical Practice Act and other related requirements of law. The board also has been very involved with a cooperative effort between the naturopathic, allopathic, osteopathic, and pharmacy professions to provide continuing medical education in pharmacotherapeutics to the naturopathic profession. The board has been specifically charged by the legislature in testing naturopathic physicians in this area.

Issue 3 *Naturopathic board staff will also serve the new massage board.*

Staff processed and licensed 5,669 new massage therapists in FY05. We anticipate this number will continue to grow into the foreseeable future.

Issue 4 *The new massage board will need to educate the public, the massage profession, and other government agencies about the new law.*

There is a website dedicated to massage therapy. Board staff will continue to speak a various public events about the new board and law. We are networking with local and national groups in an effort to coordinate and standardize the regulatory process for massage therapy. Some administrative rules have been developed and others are being developed. We anticipate having the initial rules complete by the end of FY06.

Issue 5 *The agency is converting to a paperless system of record keeping, complaint processing, and licensing.*

The Board is establishing an online licensing and complaint system for massage therapy. Licensing and complaint files for both boards are now kept electronically. A minimum paper file is kept as a back up for essential documentation. The Board is moving towards an online renewal process for naturopathic physicians. An electronic renewal system is being developed in conjunction with GITA that will allow our doctors to renew online. We hope to expand this online renewal process to the massage therapists by FY07.

NBA 1.0
Program Summary
 NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS
 Dr. Craig Runbeck, Executive Director
 Phone: (602) 542-8242
 A.R.S. § 32-1501

Mission:

To protect the health, safety, and welfare of the public by regulating the practice of naturopathic medicine.

Description:

The Board regulates physicians who engage in the practice of naturopathic medicine, including certification of those in specialty practice; certifies graduates to engage in internship, preceptorship, and postdoctoral training programs; certifies medical assistants; certifies naturopathic medical students to engage in clinical training programs; approves clinical training programs, internships, preceptorships, and postdoctoral training programs in naturopathic medicine; certifies naturopathic physicians to dispense natural substances, drugs, and devices from their offices; and conducts investigations and hearings on complaints relating to medical incompetency and unprofessional conduct.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	165.6	203.4	181.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	165.6	203.4	181.5
FTE Positions	3.0	3.0	3.0

◆ **Goal 1** To process license and certificate applications efficiently.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total Applications Received for Licensure and Certificates	906	904	950	1000
Total Licenses and Certificates issued	901	904	945	990
Average number of days to process licensing applications	23	10	15	15
Active physician licenses	392	427	480	520
Dispensing Certificates and Renewals Issued	231	263	270	300
Students engaged in Clinical Training	180	203	180	180

◆ **Goal 2** To timely investigate and adjudicate complaints in order to protect the public from incompetent and unprofessional practitioners and report the unlawful practice of naturopathic medicine to county attorneys and the Office of the Attorney General.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Complaints received against licensed or certified persons	26	32	32	34
Complaints resolved in same fiscal year	19	26	24	26
Average number of days to resolve complaints - same FY	77	76.8	80	80
Complaints received against unlicensed individuals	7	5	5	5
Complaints against the unlicensed practice of naturopathic medicine forwarded to county attorneys and AG	0	0	2	2

◆ **Goal 3** To audit and inspect dispensing facilities of naturopathic physicians; their compliance with the annual continuing medical education requirement; and inspect naturopathic medical schools and training programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent physicians in compliance with dispensing requirements	100	98.8	98	98
Percent of physicians in compliance with continuing medical education requirement	93	97.7	95	95
Southwest College Clinical Training Program in Compliance	Yes	Yes	Yes	Yes

NBA 2.0

Program Summary
BOARD OF MASSAGE THERAPY

Dr. Craig Runbeck, Executive Director
Phone: (602) 542-8604
A.R.S. § 32-4201

Mission:

To protect the public health, safety, and welfare by the regulation of massage therapy.

Description:

The Board regulates individuals who engage in the practice of massage therapy, and conducts investigations and hearings on complaints relating to incompetency and unprofessional conduct.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	220.3	305.1	272.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	220.3	305.1	272.4
FTE Positions	3.0	3.0	3.0

◆ **Goal 1** To efficiently process license applications.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Massage therapy applications received for initial licensure and biennial renewal	0	5669	7000	7500
Explanation: FY 2004 actuals are not available since licensing began in FY 2005.				
Average number of days to process an application	0	34.8	60	60
Explanation: Licensing did not begin until FY05				

◆ **Goal 2** To timely investigate and adjudicate complaints in order to protect the public from incompetent and unprofessional massage therapists and report the unlawful practice of massage therapy to local law enforcement.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Complaints received against massage therapists	0	6	60	70
Explanation: Licensing did not begin until FY05				
Complaints resolved in the same FY	0	2	55	65
Explanation: Licensing did not begin until FY05				
Average number of days to resolve a massage therapy complaint	0	37	90	90
Explanation: FY 2004 actuals are not available since licensing began in FY 2005.				

◆ **Goal 3** To periodically audit massage therapists for compliance with the requirements of law and rules.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
number of massage therapists audited for compliance	0	0	0	700
percent of LMT's in compliance	n/a	n/a	n/a	90



NSA 0.0
Agency Summary
 NAVIGABLE STREAM ADJUDICATION COMMISSION
 George Mehnert, Director
 Phone: (602) 542-9214
 A.R.S. § 37-1101 to 37-1156

Commission funding is non-lapsing.

Issue 3 Time for appeals.

The Commission presently has no way of knowing with any certainty how many appeals will be filed, in what counties they will be filed, and how long they will take to complete. There also exists the possibility that during an appeal a judge may order the Commission to do some additional work.

Issue 4 Adequate funding other agency.

The State Land Department has a statutory responsibility to provide what amounts to much of the evidence the Commission uses at its hearings. The Land Department has seldom been funded for this work. In fact, on two occasions the Commission approached the Executive and the Legislature for supplemental budget amounts to itself contract for work the Land Department could not complete due to funding. In both of these instances the Commission received the funds and the work was completed. On two other occasions the Commission found it necessary and beneficial to completing its work to transfer funds from the Commission budget to the State Land Department to pay State Land Department contract engineers to testify at Commission hearings. On one other occasion the previous Executive and the previous Land Commissioner requested the Commission to slow-down some of its processes because the Land Department did not have funding to provide the necessary engineering reports and updates to the Commission that it needed as evidence during its hearings. Therefore, the State Land Department needs sufficient funding to carry out its work on behalf of the Commission.

Issue 5 Funding for Appeals.

This is an unknown, however, will largely involve attorney time and the Commission has pointed out this need in every budget request. The Commission presently anticipates that the first appeal will be filed at any time but not later than June 2006 because the nine (9) months of appeals time began on September 21, 2005.

◆ **Goal 1** To adjudicate all of Arizona's 39,039 named and unnamed watercourses.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of Arizona rivers and streams adjudicated	9,844	9,805	10,121	0
Number of hearings under 2001/current statutes	13	15	18	0
Cost per hearing to study watercourses (in thousands of dollars)	5.10	5.30	5.30	0
Customer satisfaction rating for hearing attendees (scale 1-8)	7.00	7.50	7.50	0
Number of final reports approved by Commission	9	0	20	25
Administration as a percent of total cost	15.8	15.8	15.8	0

◆ **Goal 2** To determine the public trust values of navigable watercourses.

◆ **Goal 3** To handle all judicial review appeals of ANSAC determinations.



Mission:

To determine which of Arizona's 39,039 rivers and streams were and were not navigable at the time of statehood, February 14, 1912 and to determine the public trust values of those waters that were navigable.

Description:

The Navigable Stream Adjudication Commission (ANSAC) is a five-member commission appointed by the Governor and confirmed by the Senate. Title to the beds of rivers and streams that were navigable as of statehood are subject to state ownership, and title to the beds of rivers and streams that were not navigable as of statehood are subject to private ownership. Arizona did not claim or disclaim ownership of the 39,039 rivers and streams at the time of statehood and as a result, as many as 100,000 property titles remain clouded. The Commission is charged with gathering evidence, holding hearings, and making final determinations regarding navigability of the 39,039 streams and rivers in Arizona as of February 14, 1912. The Commission's mission is scheduled to be completed by June 30, 2006, but is asking for two additional years to handle appeals.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	151.4	164.8	164.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	151.4	164.8	164.8
FTE Positions	2.0	2.0	2.0

Strategic Issues:

Issue 1 Additional time for completing Commission work.

The single greatest Commission issue at this time is the need for additional time for the Commission to complete its work. The Commission is presently scheduled to Sunset on June 30, 2006; however, the Commission will not have its work completed by that date and will need an additional two years not including the as yet unknown time for actual court appeals. The Commission will have completed all of its evidentiary hearings by the end of November 2005, followed by times needed for various actions, each of which must follow the other and cannot be simultaneous: Filing of post hearing opening legal memorandum, filing of response legal memorandums, review of the evidence and of the post hearing legal memorandums by the Commissioners, meeting and vote regarding navigability, (if navigable then public trust value hearings must be held and this involves a series of processes by the Commission and by the State Land Department), writing of the Commission Report, review and adoption of the Commission Report, nine (9) months of statutory appeals times for each hearing (these can be simultaneous). If no appeals are filed then the Commission Report is record in the appropriate counties. The current Commissioner's terms expire June 30, 2008.

Issue 2 Adequate Funding for Outside Professional Services

The statutes changed in 2001 to allow for judicial review or appeals of Commission determinations to the Superior Court, which was not previously permitted under the statutes. Such appeals will require the involvement of the Commission's attorney who is hired under an outside professional services contract. There is also the unknown factor of length and number of public trust values hearings necessary for all watercourses or portions of watercourses determined to be navigable, and these, too, will involve the Commission's attorney. Additionally, the Commission has no way of knowing at this time how many appeals will be filed, in what counties they will be filed (considerable attorney travel may be involved), and how long they will take. The Commission believes it will need an additional \$75,000 for each of the remaining years, and the Commission's budget statute to be changed to reflect that

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 a responsive distance learning network delivering programs throughout Arizona.

Description:

Founded in 1899, Northern Arizona University has a rich history of delivering top-quality undergraduate education. Today that mission is enhanced by innovative graduate programs, research, distance learning, and service to communities throughout the state of Arizona. NAU is classified as a doctoral-research intensive university with its main campus in Flagstaff. NAU-Yuma shares a campus with Arizona Western College in Yuma, Arizona, and NAU-Distance Learning is located at 30 other campuses or sites throughout Arizona serving more than 6,000 students. Northern Arizona University's total fall 2005 enrollment is 18,779, with 5,527 graduate students and 13,252 undergraduate students.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ UNDERGRADUATE PROGRAMS	66,618,900.0	72,659,200.0	82,247,100.0
➤ GRADUATE PROGRAMS	23,556,700.0	25,871,400.0	29,015,600.0
➤ STUDENT SUPPORT	92,557,100.0	101,563,900.0	101,865,100.0
➤ ACADEMIC SUPPORT SERVICES	18,469,800.0	19,006,900.0	20,486,000.0
➤ RESEARCH AND PUBLIC SERVICE	45,942,500.0	48,030,400.0	49,504,400.0
➤ INSTITUTIONAL ADVANCEMENT	2,677,000.0	2,136,200.0	2,191,500.0
➤ INSTITUTIONAL OPERATIONS	61,381,600.0	68,409,600.0	84,522,400.0
Agency Total	311,203,600.0	337,677,600.0	369,832,100.0

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	152,817,600.0	161,880,700.0	183,678,500.0
Other Appropriated Funds	0.0	0.0	9,290,300.0
Other Non Appropriated Funds	109,554,400.0	125,988,800.0	126,308,000.0
Federal Funds	48,831,600.0	49,808,100.0	50,555,300.0
Program total	311,203,600.0	337,677,600.0	369,832,100.0
FTE Positions	3,308.7	3,503.5	3,629.1

Strategic Issues:

Issue 1 *Expand and improve baccalaureate degree access and achievement.*

In order to respond effectively to the expected growth in the number of both traditional and nontraditional prospective Arizona students, Northern Arizona University is committed to providing expanded access for students at the Flagstaff campus and throughout the state. NAU is constantly developing hybrid programs that combine different models of delivery to meet the growing needs of undergraduate students via distance learning.

A proven leader in providing access to higher education, Northern Arizona University's distance learning program offers students choices never before available – within their own communities and even in the comfort of their own

homes. In the ABOR System Redesign process, Northern Arizona University identified a market-driven strategy of "Expand on Demand" as its response to help meet the higher education access needs of a rapidly growing state population. Rather than the traditional and more costly approach of "Build It and They Will Come" through which our state university and community college campuses were built, equipped and staffed, the Northern Arizona University "Expand on Demand" initiative starts with leased facilities on community college campuses and in communities to serve smaller populations up to about 300 students. As the student and employer demand increases, from about 300 to 3,000 students, permanent state funded debt service facilities are constructed on jointly-shared community college campuses. This model is similar to the Northern Arizona University and Arizona Western College shared campus in Yuma. Additionally, Northern Arizona University could build or lease standalone facilities in locations where our community college partners do not have facilities.

In the first year of the "Expand on Demand" initiative, the university's FY07 Budget Request includes a facility on the Yavapai College campus in Prescott to strengthen our longstanding partnership serving students in Yavapai County. As student demand reaches critical mass of 3,000 or more students, other branch campuses will be developed. This strategy is efficient and has the added benefit of spreading the state investment out over many years. Future decision packages would be required to continue to expand serving students in underserved areas.

Simply creating new access points will not strengthen higher education in Arizona. It will also take renewed emphasis on existing high-demand programs like educating teachers and health care providers. As a leader in these disciplines, Northern Arizona University will continue to strengthen and reinforce these programs to ensure highly qualified professionals enter the workforce. Likewise, hotel and restaurant management, the environmental sciences, and strong liberal arts programs reflect the pedagogies necessary to prepare students for the challenges of a complex world.

The expansion of sites and partnerships emanates from Northern Arizona University's tradition of outstanding educational experience founded on access, engagement, quality, and value. The Northern Arizona University difference is student-centered teaching and learning. Northern Arizona University focuses on the student by offering challenging programs taught by full-time faculty, personalized attention, and user-friendly support systems that help students build confidence and achieve success. In the next five years, the university intends to sharpen its focus to achieve exceptional levels of student learning and academic success, and provide Arizona with graduates who can meet the challenges of an increasingly competitive and complex world.

Exceptional teachers, mentors, researchers, and leaders in their fields, faculty are the essence of Northern Arizona University. They challenge students to think at a higher level and engage in research and innovations that change world views; faculty open doors on the future. Providing an outstanding undergraduate experience requires faculty who are committed to teaching as is found through Northern Arizona University. On a recent survey, ninety-nine (99) percent of Northern Arizona University's undergraduate faculty say they love teaching.

Educational excellence is a product not only of Northern Arizona University's signature small class sizes, course focus, and faculty-student interaction, but also of the university's focus on cycles of improvement and learning. New program initiatives are designed to support an environment of learning and increase retention and graduation rates.

Issue 2 *Serve Arizona and its local communities and citizens through research, public service, graduate programs, and economic development.*

Northern Arizona University is a recognized leader in the environmental sciences, K-12 education, and health professions. The university now adds expanded competencies in biosciences and sustainable-systems technologies, and has established strong linkages to Arizona's communities to promote quality of life, sustainability and economic development. Northern Arizona University has a strong commitment to public service, and the university is an economic engine for the Flagstaff community, the broader expanse of Northern Arizona, and the state itself.

The university will continue to undertake initiatives in areas and platforms of recognized and developing research excellence such as bioscience, sustainability systems, and Native American Studies. Northern Arizona University directs its Technology, Research Initiative Fund (TRIF) resources toward research, workforce,

and economic development issues defined by the Proposition 301 legislation and the roadmaps developed by Battelle for the Flinn Foundation and the Arizona Department of Commerce. Initiatives planned for FY07-FY11 include: Bioscience/Biotechnology, Environmental, Access Workforce Development, E-Learning, Arizona Universities Network, and other universities initiatives.

Northern Arizona University will also build on its already substantial research and applied research program. Recently, Northern Arizona University was chosen, along with Duke University, Penn State, and Michigan Tech, to receive a \$10 million award to host the National Institute for Climatic Change Research. Research and economic development initiatives include construction of a new platinum-rated applied research and development (ARD) building, affiliations with research initiatives such as Translational Genomics Research Institute (TGen) and the state of Arizona's virtual water university; and development of public-private economic development partnerships such as a Flagstaff conference center and faculty housing project.

Northern Arizona University will continue expanding its offerings of high demand post-baccalaureate degree and certificate programs, as well as selected graduate programs both in Flagstaff and in expanded sites such as in Phoenix, Tucson and other areas.

Issue 3 Improve compensation to attract and retain high performing faculty and staff.

Northern Arizona University identified faculty and staff salaries as its most important budget planning priority in 2004-2005. In FY2004, the university directed \$4.6 million dollars towards faculty and staff increases; and used internal funds to provide faculty with university-funded raises for the first-time in over ten years.

Although a step in the right direction, even with these salary increases, when NAU salaries are compared to the University's board-approved peers, the University only moved up one position, going from last to second from last.

Given this situation, it is not surprising that faculty turnover is up. During FY2005, 53 faculty left, a six percent increase over the previous year when 50 faculty left the university. Unfortunately, Northern Arizona University does not have the resources to try to retain faculty who receive attractive counter offers. Only one full-time regular faculty member was retained due to a counter offer.

Due to the general lower than market wages, many of the faculty who were not retained will be difficult to replace. Northern Arizona University has all too often found it could not offer a salary sufficient to attract its top candidates to Flagstaff. This year, however, the university encountered something new when the math department could not persuade even one of its candidates to interview on the Flagstaff campus. Candidates compared the proposed salary range with the cost of living and cost of housing in Flagstaff, and decided it was not worth visiting the campus.

Northern Arizona University's FY2006 compensation plan was developed to correct the compression between ranks, and the university was very aware that correcting that problem would aggravate the problem of compression within ranks. Until we can address these issues in a more comprehensive manner, faculty morale will remain an issue. For FY2006, NAU reallocated funds to provide raises for faculty and staff based on merit and distance from market. For example, all regular faculty members were given market adjustments if their salary fell below 85% of the average for their rank and discipline. The results of the FY2006 salary increases cannot definitively be determined until fall 2005 data is in, but a preliminary analysis, assuming each of the other institutions gave 3% increases, suggests that Northern Arizona University faculty may have progressed slightly as compared to its peers, but continues to remain 15% below the peer median.

As a result of insufficient funds, Northern Arizona University's trademark of tenured and tenure-track faculty teaching freshmen and sophomore students is threatened. As tenured and tenure-track faculty leave, the University is extremely cautious in hiring new faculty. Resources must be found to fund our highest planning priority to increase salary competitiveness, and one avenue to garner resources is to not rehire when faculty leave and use the dollars to help fund salary increases.

Research consistently shows that the key factor to the best undergraduate education

is the quality of faculty-student interactions typically found in small classes taught by tenured/tenure-track faculty. This type of instruction engages students in active learning, critical thinking, and systematic inquiry. While Northern Arizona University makes every effort to ensure that the quality of instructional experience remains high, the impact of not filling lines or increasing class sizes in the long run can diminish the quality of these interactions.

Issue 4 Address critical physical facility, technology and other infrastructure issues.

NAU continues a vigorous pursuit of improving existing capital facilities. The current Capital Improvement Plan included a \$9.3 million request for building renewal as additional funds to alleviate building deficiencies, to improve safety and accessibility, and to renovate existing space for programmatic excellence and technological requirements. Outstanding efforts have been put forth in repairing and upgrading the university's capital facilities for instruction and research; yet NAU still has an uphill battle. Funding options are needed to effect repairs and renovations for identified capital projects.

NAU continues to focus on the most critical deferred maintenance situations in all facilities. The University's deferred maintenance status as of June 30, 2004 was estimated at \$137,299,659, with a facility condition index of 0.15. The most critical areas are life/safety and building systems whose failure would result in significant financial loss or disruption of university services. Major building components such as roofing systems, HVAC, and electrical systems will be addressed in both building renewal and renovation projects. Upgrades to instructional spaces will continue to be a priority, but will receive limited attention unless requested funding is received.

NAU reduced the overall deferred maintenance by \$10,008,651 for the period ending June 30, 2005. This reduction is the result of the expenditure of resources to rectify deficiencies in the areas of Major Maintenance/Systems Replacement, Life Safety/Code Compliance, and Accessibility (combined total \$1,374,564). Additionally, renovation of the College of Engineering and Natural Sciences (formerly College of Engineering and Technology) attributed to a reduction in the deferred maintenance needs of the campus by \$8,534,087. The completion of this renovation effort scheduled for December 2005 will eliminate deferred maintenance needs in this facility. Expenditures included projects funded from a bond sale authorized to address building renewal-like projects.

Failure to attain additional funding for building renewal projects will most certainly result in increases to the accrued backlog of deferred maintenance needs of Northern Arizona University. Due to construction cost increases and resulting inflation factors, the actual net reduction in overall deferred maintenance is \$7,741,390.

Issue 5 Strengthen teacher education and Arizona's teachers.

Arizona's population growth, combined with a graying teacher force and high rates of teacher attrition, threaten the state with a serious shortage of high quality teachers. The connection between effective education systems and the capacity of the state to attract and retain high-paying industries heightens the urgency of this situation. The historic role of NAU in preparing teachers for Arizona's schools and providing professional development for Arizona's teachers offers a means to address this threat. This decision package allows the university to strengthen and expand its role in developing excellence in Arizona educators.

With this decision package, the university will seek to become the first Arizona public university accredited by the National Council for Accreditation of Teacher Education (NCATE), an organization known for setting the standards for excellence in teacher education and for promoting accountability of such programs. The package will also allow the University to expand its preparation of early childhood educators, secondary teachers in crucial shortage areas such as math and science, and teachers for rural sites. Northern Arizona University also proposes to offer professional development opportunities for practicing teachers and systematic inquiry into Arizona educational issues.

NAA 1.0
Program Summary
 UNDERGRADUATE PROGRAMS

Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To provide undergraduate educational excellence in a residential learning community.

Description:

Northern Arizona University's primary mission is to provide students with an excellent undergraduate education. Northern Arizona University moves forward with a rich legacy of dedication to delivering top-quality undergraduate education, cutting-edge environmental and biological research, distance education that eliminates roadblocks to higher education, and a sustained devotion to service to Arizona communities. An undergraduate education that provides knowledge of the world and an ability to grapple with change, diversity and life itself is Northern Arizona University's underlying core strength. Faculty and staff members are committed to the residential campus concept and to the students, but also are prepared to deliver education throughout Arizona and world either online or in new campus structures, preferably in partnership with community colleges.

This Program Contains the following Subprograms:

- ▶ Overall Undergraduate Instruction
- ▶ Undergraduate Instruction - Mountain Campus
- ▶ Undergraduate Instruction - Statewide Academic Programs
- ▶ Undergraduate Academic Advising

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	61,397,100.0	66,549,700.0	75,955,800.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,221,800.0	6,109,500.0	6,291,300.0
Federal Funds	0.0	0.0	0.0
Program total	66,618,900.0	72,659,200.0	82,247,100.0
FTE Positions	980.7	1,038.4	1,075.6

NAA 1.1
Subprogram Summary
 OVERALL UNDERGRADUATE INSTRUCTION

Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To provide undergraduate educational excellence.

Description:

Northern Arizona University's primary mission is to provide students with an excellent undergraduate education. Exceptional teachers, mentors, researchers, and leaders in their fields—the faculty are the core of Northern Arizona University. They challenge students to think at a higher level and engage in research and innovations that change world views; faculty open doors on the future. Providing an outstanding undergraduate experience requires faculty who are committed to teaching as is found through Northern Arizona University. Educational excellence is a product not only of Northern Arizona University's signature small class sizes, course focus, and faculty-student interaction, but also of the university's focus on cycles of improvement and learning. New program initiatives are designed to support an environment of learning and increase retention and graduation rates.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase academic excellence in programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of full-time, undergraduate students enrolled per semester in three or more primary courses with ranked faculty	92	83	85	88
Number of Bachelor degrees granted	2,656	2,806	2,800	2,800
Percent of graduating seniors who rate their overall university experience as good or excellent	98	95	95	95
Average number of years taken to graduate for students who began as freshmen	4.5	4.5	4.5	4.5
Percentage first time full-time students graduating in 4 years or less.	n/a	27	28	30
Explanation: New Measure				
Student/faculty ratio.	n/a	17:1	17:1	17:1
Explanation: New Measure				
Percent of sophomores who rate their overall university experience as good or excellent.	n/a	97	97	98
Explanation: New Measure				
Percent of sophomores who rate the quality of faculty instruction as good or excellent.	n/a	95	95	95
Explanation: New Measure				
Percent of seniors who rate the quality of faculty instruction as good or excellent.	n/a	91	91	92
Explanation: New Measure				

NAA 1.2
Subprogram Summary
 UNDERGRADUATE INSTRUCTION - MOUNTAIN CAMPUS

Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To strengthen undergraduate educational excellence in a residential learning community.

Description:

The Northern Arizona University difference is student-centered teaching and learning. Northern Arizona University focuses on the student by offering challenging programs taught by full-time faculty, personalized attention, and user-friendly support systems that help students build confidence and achieve success. Northern Arizona University is engaged in initiatives to become more efficient and effective in order to help support its "faculty-student interaction" lower division model of undergraduate instruction. These initiatives will enable NAU to enhance the quality of undergraduate education through investments in faculty salaries and resources and programs that support enrichment of lower division courses.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	45,719,400.0	49,556,400.0	56,560,600.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,432,300.0	4,015,700.0	4,135,200.0
Federal Funds	0.0	0.0	0.0
Program total	49,151,700.0	53,572,100.0	60,695,800.0
FTE Positions	726.8	769.6	797.2

◆ **Goal 1** To integrate more completely undergraduates into research-related activities including senior thesis, integrated capstone, independent study, and research-related internships.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of undergraduate degree recipients in research-related or capstone experience	89	90	90	90
Percent of seniors that report participating in any research or creative projects with faculty.	n/a	35	37	38

Explanation: New Measure

◆ **Goal 2** To provide a rich learning environment with exposure to diverse populations and cultures for all students.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of students enrolling in study abroad programs	1.8	1.9	1.9	1.9
Increase the number of historically underrepresented ethnic students	2,490	2,590	2,600	2,600

Explanation: Data reflects a change in software reporting process to the People Soft program. Numbers may show slight increase or decrease due to the conversion.

Increase the number of International students 335 302 350 350

Increase the number of Native American students. n/a 997 1010 1050

Explanation: New Measure

Percent of seniors reporting that their NAU education contributed to their development in understanding a wide varieties of views and human development. n/a 62 63 65

Explanation: New Measure

◆ **Goal 3** To increase enrollment services for undergraduate students.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of campus visitors-students and guests.	n/a	4,123	4,150	4,255

Explanation: New Measure

Number of High School visitations completed. n/a 205 220 225

Explanation: New Measure

Number of students attending "open house" sessions. n/a 3,587 3,600 3,600

Explanation: New Measure

NAA 1.3

Subprogram Summary

UNDERGRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS

Pat Haeuser, Assoc. Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To provide an outstanding undergraduate education and a responsive distance learning network delivering programs throughout Arizona.

Description:

The University's Distance Learning operations offer well-established and highly effective delivery of baccalaureate degree programs. Partnerships continue to evolve as Distance Learning delivers programming in 101 locations associated with 30 sites or campuses. NAU is constantly developing hybrid programs that combine different models of delivery to meet the growing needs of undergraduate students via distance learning. A proven leader in providing access to higher education, Northern Arizona University's distance learning program offers students choices never before available – within their own communities and even in the comfort of their own homes. The expansion of sites and partnerships emanates from Northern Arizona University's tradition of outstanding educational experience founded on access, engagement, quality, and value.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,768,100.0	7,336,000.0	8,372,900.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,378,600.0	1,613,000.0	1,661,000.0
Federal Funds	0.0	0.0	0.0
Program total	8,146,700.0	8,949,000.0	10,033,900.0
FTE Positions	113.5	120.1	124.5

◆ **Goal 1** To provide a rich learning environment with exposure to diverse populations and cultures for all students.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of ethnic minority student enrollment in statewide undergraduate programs.	31	33	34	34
Percent of Hispanic statewide undergraduate students at the Yuma campus.	n/a	61	63	63

Explanation: New Measure

◆ **Goal 2** To provide access to higher education learning experiences for qualified Arizona residents.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Arizona residents enrolled in undergraduate programs	2,596	2,651	2,675	2,675

Explanation: Fiscal Year 2003 data reflects a change in software reporting process to the People Soft program. Numbers may show slight increase or decrease due to the conversion.

Bachelor degrees granted to statewide students 587 600 600 605

◆ **Goal 3** To increase the amount of the "Winter Session" instruction.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Winter Session students.	n/a	652	675	700

Explanation: New Measure

Number of Winter Session course enrollments. n/a 39 41 43

Explanation: New Measure

NAA 1.4 **Subprogram Summary**
 UNDERGRADUATE ACADEMIC ADVISING
 Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To welcome students as they embark on their academic journey at Northern Arizona University and to provide direction and support along the way.

Description:

The Gateway Student Success Center is the cornerstone for academic advising at Northern Arizona University. Academic advising services include: assisting undergraduates in planning their academic careers; helping students gain a clear understanding of Liberal Studies and major requirements; providing students with information about support services and campus resources; providing counsel and assistance to students on academic probation; helping undergraduates resolve issues pertaining to academic policies and procedures; and providing initial advisement for students considering a Bachelor of Arts in Liberal Studies (BAILS) degree.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	8,909,600.0	9,657,300.0	11,022,300.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	410,900.0	480,800.0	495,100.0
Federal Funds	0.0	0.0	0.0
Program total	9,320,500.0	10,138,100.0	11,517,400.0
FTE Positions	140.4	148.7	154.0

◆ **Goal 1** To provide quality advising for students.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of alumni satisfied with academic advising	84	83	85	85
Percentage of graduating seniors very satisfied or satisfied with academic advising in major	80	72	80	80
Percent of sophomore students who are satisfied with academic advising	81	80	85	85
Explanation: New measure				
Percent of graduating seniors "very satisfied" or "satisfied" with academic advising at the lower division level.	n/a	73	75	76
Explanation: New Measure				

◆ **Goal 2** To provide quality career advising.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of alumni satisfied with advising to meet career goals	84	83	85	85
Graduating senior satisfaction with advising to meet career goals	75	62	75	75

◆ **Goal 3** To improve retention and timely graduation rates.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of students returning to second year (first time, full time freshmen).	70	70	70	72
Percent of students graduating (6-year for first time, full time freshmen.)	51	50	50	51
Percent of students graduating (5 year rate for lower-division transfer students.)	n/a	56	60	60
Percent of students graduating (4 year rate for upper division transfer students.)	n/a	72	72	72

NAA 2.0 **Program Summary**
 GRADUATE PROGRAMS
 Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To advance knowledge through integrated, intentional research and scholarship.

Description:

The university serves communities in the West where environment, resource management and recreation, human health, population diversity, and rural/regional issues are important. The university's research has an economic impact in Northern Arizona and provides undergraduate students an opportunity to apply and practice the knowledge and skills gained in a classroom. It involves the active engagement students in the best pedagogical practices for student-driven inquiry. NAU current offers 48 master's degrees, 8 doctoral degrees, 1 professional degree, and 12 graduate. Northern Arizona University will continue expanding its offerings of high demand post-baccalaureate degree and certificate programs, as well as selected graduate programs both in Flagstaff and in expanded sites such as in Phoenix, Tucson and other areas.

This Program Contains the following Subprograms:

- ▶ Overall Graduate Instruction
- ▶ Graduate Instruction - Mountain Campus
- ▶ Graduate Instruction - Statewide Academic Programs
- ▶ Graduate Academic Advising

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	19,632,700.0	21,280,400.0	24,288,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,924,000.0	4,591,000.0	4,727,600.0
Federal Funds	0.0	0.0	0.0
Program total	23,556,700.0	25,871,400.0	29,015,600.0
FTE Positions	334.6	354.3	367.0

NAA 2.1 **Subprogram Summary**
 OVERALL GRADUATE INSTRUCTION
 Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To strengthen graduate and professional education, economic development, and research.

Description:

Northern Arizona University promotes the practice and integration of high-quality graduate education with scholarly activities related to knowledge acquisition, discovery, and the application of knowledge. The university engages primarily in applied, problem-focused and interdisciplinary research. Northern Arizona University is a recognized leader in the environmental sciences, K-12 education, and health professions. The university now adds expanded competencies in biosciences and sustainable-systems technologies, and has established strong linkages to Arizona's communities to promote quality of life, sustainability and economic development.

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Funding and FTE

(Thousands)			
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To enhance our graduate and professional programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Graduate degrees awarded at the master's level	2,028	1,877	1,995	2,000
Graduate degrees awarded at the doctoral level	34	52	45	45
Graduate degrees awarded-first professional category	40	59	48	48

NAA 2.2
Subprogram Summary
 GRADUATE INSTRUCTION - MOUNTAIN CAMPUS
 Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To advance knowledge through integrated, intentional research and scholarship.

Description:

The Flagstaff campus is where you will find linked graduate education and scholarship – strong master’s degree programming with a clear professional and applied focus, select doctoral programs and primarily applied research. NAU will undertake initiatives in areas and platforms of recognized and developing excellence such as bioscience, sustainability systems, and Native American programs. Research and graduate education are inextricably linked to NAU’s undergraduate mission because they allow Northern Arizona University to attract high quality faculty and students and to sustain a stimulating and productive intellectual environment.

Funding and FTE

(Thousands)			
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	7,994,300.0	8,665,200.0	9,889,900.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	454,600.0	531,800.0	547,600.0
Federal Funds	0.0	0.0	0.0
Program total	8,448,900.0	9,197,000.0	10,437,500.0
FTE Positions	130.1	137.8	142.7

◆ **Goal 1** To offer programs which meet needs for graduate level instruction, such as teacher education or advanced professional training.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Graduate student enrollments in Master's level programs	1,822	1,966	1,975	2,000
Graduate student enrollments in Doctoral level programs	421	403	425	430
Graduate degrees granted to Mountain Campus students.	527	520	525	530

Explanation: Note: FY 2003 actuals should be 404, not 1,993. Input error.

◆ **Goal 2** To improve educational opportunities for graduate students from underrepresented ethnic minority groups.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of graduate ethnic minority student enrollment in statewide master's programs.	17	17	18	18
Percent of graduate ethnic minority student enrollment in statewide doctoral programs.	14	13	15	15
Percent of graduate Hispanic students enrolled in a doctoral program.	n/a	7	8	8
Explanation: New Measure				
Percent of graduate Hispanic students enrolled in a masters program.	n/a	6	8	8
Explanation: New Measure				
Percent of graduate Native American students enrolled in a doctoral program.	n/a	3	5	5
Explanation: New Measure				
Percent of graduate Native American students enrolled in a masters program.	n/a	8	9	9
Explanation: New Measure				

NAA 2.3
Subprogram Summary
 GRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS
 Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To advance knowledge through integrated, intentional research and scholarship.

Description:

In order to respond effectively to the expected growth in the number of both traditional and nontraditional prospective Arizona students, Northern Arizona University is committed to providing expanded access for students at the graduate level throughout the state. Northern Arizona University will continue expanding its offerings of high demand post-baccalaureate degree and certificate programs, as well as selected graduate programs both in Flagstaff and in expanded sites such as in Phoenix, Tucson and other areas.

Funding and FTE

(Thousands)			
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	8,798,500.0	9,536,900.0	10,884,800.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,380,500.0	3,955,200.0	4,072,900.0
Federal Funds	0.0	0.0	0.0
Program total	12,179,000.0	13,492,100.0	14,957,700.0
FTE Positions	159.8	169.3	175.3

◆ **Goal 1** To offer graduate programs which meet needs for graduate level instruction, such as teacher education or advanced professional training.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Graduate student enrollments in statewide Master's level programs	5,855	6,125	5,900	5,995
Graduate student enrollments in statewide Doctoral level programs.	106	146	135	135
Graduate degrees granted	1,623	1,468	1,500	1,575

◆ **Goal 2** To improve educational opportunities and financial assistance opportunities for graduate students from underrepresented ethnic minority groups.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of graduate ethnic minority student enrollment in master's programs	25	26	26	27
Percent of graduate ethnic minority student enrollment in doctoral programs	30	33	28	28

NAA 2.4

Subprogram Summary
GRADUATE ACADEMIC ADVISING

Pat Haeuser, Assoc. Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To provide academic and career support for Graduate Students.

Description:

Graduate academic advising provides campus-wide support for all students in the achievement of their goals and objectives relating to teaching, research, and service.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,839,900.0	3,078,300.0	3,513,300.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	88,900.0	104,000.0	107,100.0
Federal Funds	0.0	0.0	0.0
Program total	2,928,800.0	3,182,300.0	3,620,400.0
FTE Positions	44.6	47.2	48.9

◆ **Goal 1** To provide appropriate advising to graduate students for their academic and career needs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Master's students completing degree in three years	70	71	71	72
One year retention rate for new Doctoral students.	n/a	89	90	90
Explanation: New Measure				
One year retention rate for new Master students.	n/a	65	68	70
Explanation: New Measure				

NAA 3.0

Program Summary
STUDENT SUPPORT

Pat Haeuser, Assoc. Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To become the core of a vibrant university community that attracts and retains students and provides exemplary service.

Description:

A variety of innovative programs have been designed to attract students and help them persist at NAU. Student services are primarily provided by the division of Enrollment Management and Student Affairs, which includes the following campus service programs and activities: Student Affairs Administration; Student Life; Residence Life; Unions and Student Activities; Student Health; Counseling and Testing; Disabilities Support Services; Native American Student Services; Orientation Transition and Retention Services; Registrar; Financial Aid; Admissions; Career Services; Multicultural Student Center; and Educational Support Programs.

This Program Contains the following Subprograms:

- ▶ Overall Student Support
- ▶ Learning Support For Students - Mountain Campus
- ▶ Learning Support For Students - Statewide Programs
- ▶ Minority Recruitment, Retention, and Graduation
- ▶ Athletics

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	11,243,000.0	10,629,600.0	11,856,600.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	67,888,800.0	77,240,500.0	76,109,300.0
Federal Funds	13,425,300.0	13,693,800.0	13,899,200.0
Program total	92,557,100.0	101,563,900.0	101,865,100.0
FTE Positions	445.2	471.4	488.3

NAA 3.1

Subprogram Summary
OVERALL STUDENT SUPPORT

Pat Haeuser, Assoc. Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To recruit and retain students through graduation.

Description:

A variety of innovative programs have been designed to attract students and help them persist at NAU. Residence Life and Dining Services collaborated to streamline business processes by combining housing and dining contracts. Enrollment services provided campus visits for 4,123 students and guests; hosted 66 senior information sessions and high school guidance counselor workshops and 23 yield events in expanded primary and secondary markets in- and out-of-state; visited 205 high schools and community colleges; processed 12,395 applications; and hosted 13 on-campus Open Houses with 3,587 students and guests attending. Student Support Services provided 1,130 hours of tutoring, 540 hours of math lab assistance, 65 hours of Supplemental Instruction, and 44 hours of study skills instruction. Over 12,000 students participated in large-scale social events including Blue and Gold Vibe, the Lumberjack Luau, concerts by Jason Mraz, Tracy Lawrence, Tim Reynolds and 22 After Hours events featuring carnival nights, comedian, hypnotists, magicians and casino nights. Unions and Student Activities renovated space within the University Union to add a game room featuring billiards, video games and satellite television. Campus Recreation Services strengthened partnerships with academic departments to add new programs, enhance existing programs, and increase opportunities for student participation.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To meet admissions and registration processing demands.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Undergraduate students admitted	11,500	11,825	11,900	11,955
Graduate students admitted	5,123	5,839	5,450	5,450

◆ **Goal 2** To assist students in the transitions associated with the university experience by providing orientation activities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Preview participants Freshmen students	2,114	2,112	2,250	2,500

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Preview participants Transfer students	228	650	450	500	Number of Student Life registered organizations.	n/a	177	177	180
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NAA 3.2 Subprogram Summary
LEARNING SUPPORT FOR STUDENTS - MOUNTAIN CAMPUS
 Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To recruit and retain students through graduation.

Description:

Northern Arizona University seeks to promote academic and personal success. NAU will continue to develop and implement a variety of programming initiatives to enhance the undergraduate experience. These programming initiatives are designed to support an environment of learners and increase retention and graduation rates by concentrating in particular on the experience of first-year students.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,673,400.0	7,233,400.0	8,255,800.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	62,138,000.0	70,670,500.0	69,576,000.0
Federal Funds	9,666,300.0	9,859,600.0	10,007,500.0
Program total	78,477,700.0	87,763,500.0	87,839,300.0
FTE Positions	350.2	370.8	384.1

◆ Goal 1 To provide an excellent residential living experience for students choosing to live on campus.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of new first time, full time students living in residence halls.	86	82	84	85
Percent of new freshmen utilizing one of the Learning Assistance (tutoring) Centers one or more times	23	27	26	26
Explanation: New measure				
Total number of students who were housed by Residence Life	5,873	5,882	6,100	6,250
Explanation: New measure				
Total number of students utilizing the Learning Assistance (tutoring) Center	2,142	2,215	2,555	2,750
Explanation: New measure				
Percent of new first time, full time students who live in Freshmen Connections housing.	n/a	77	77	79
Explanation: New Measure				

◆ Goal 2 To assist students in cultural, physical, and social development/wellness by providing services, activities, and events.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total use/participation: Recreation Center visits	203,263	205,275	207,000	209,000
Students use/participation: Fronkse Health Center visits	47,560	45,747	46,000	47,000
Students use/participation: Wall Aquatic Center	29,490	35,503	36,000	36,000
Students use/participation: Counseling Center visits	5,254	3,956	4,500	4,000
Students use/participation: Outdoor recreation	3,511	3,900	4,000	4,100
Students use/participation: Intramural participants	4,021	3,844	4,000	4,000
Explanation: A new system to track student participation was implemented in FY 2004.				
Students use/participation: Multicultural participants	4,811	5,619	5,000	5,225

◆ Goal 3 To support student learning by providing financial support services to qualified students within the specific limitations of the financial aid system.

Explanation: New Measure

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Financial aid applications processed	17,631	18,315	16,500	16,500
Explanation: FY03 FASFA count has been adjusted to include only students who filed a FASFA.				
Students receiving financial aid by categories: Scholarships	2,993	5,412	5,000	5,000
Students receiving financial aid by categories: Waivers	3,901	1,686	1,700	1,700
Students receiving financial aid by categories: Grants	4,312	4,031	4,100	4,200
Students receiving financial aid by categories: Employment	3,675	3,187	3,200	3,200
Students receiving financial aid by categories: Loans	7,965	7,104	7,200	7,200
Students employed in departments	3,594	3,103	3,100	3,100

NAA 3.3 Subprogram Summary
LEARNING SUPPORT FOR STUDENTS - STATEWIDE PROGRAMS
 Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To recruit and retain students through graduation.

Description:

Northern Arizona University has a long history of providing access to students regardless of where they live or work in the State of Arizona. Within the university and the communities we serve, we partner to provide student-centered program and services, valuing student learning, diversity and responsible citizenship. In order to build upon and continue to strengthen NAU's core mission of providing a top-quality baccalaureate experience, the university will continue to focus intensely on student learning, academic success, engagement in curricular and co-curricular experiences, opportunities for participation in undergraduate research and a supportive advising and interactive experience.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,335,700.0	1,447,800.0	1,652,400.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,038,800.0	2,318,700.0	2,282,800.0
Federal Funds	3,759,000.0	3,834,200.0	3,891,700.0
Program total	7,133,500.0	7,600,700.0	7,826,900.0
FTE Positions	35.8	37.9	39.3

◆ Goal 1 To support student learning by providing financial support services to qualified students within the specific limitations of the financial aid system.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students receiving financial aid by categories: Scholarships	206	484	500	500
Students receiving financial aid by categories: Waivers	205	99	100	100
Students receiving financial aid by categories: Grants	1,109	1,168	1,200	1,200
Students receiving financial aid by categories: Employment	65	55	60	60
Explanation: NAU revised their scholarship/waiver/grants allocations in FY04.				

Students receiving financial aid by categories: Loans 1,469 3,231 3,200 3,200

NAA 3.4 **Subprogram Summary**
MINORITY RECRUITMENT, RETENTION, AND GRADUATION
 Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:
 To foster a culture of diversity, community, and citizenship.

Description:
 The modern world is characterized by diverse people interacting in a global context. Arizona, with its long-standing Native American cultures and growing Hispanic population, reflects this diverse environment in which students will live and work after graduation. Accordingly, NAU works to create an educational community that facilitates the recruitment, retention, and education of diverse students.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	460,300.0	398,900.0	398,900.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	45,100.0	51,300.0	50,500.0
Federal Funds	0.0	0.0	0.0
Program total	505,400.0	450,200.0	449,400.0
FTE Positions	11.5	12.2	12.6

◆ **Goal 1** To increase the enrollment rates of Native American and Hispanic students.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Increase the number of Native American students	1,243	1,747	1,500	1,675
Increase the number of Hispanic students	1,716	2,775	2,125	2,250

Explanation: New Measure

◆ **Goal 2** To increase the retention and graduation rates of underrepresented and ethnic minority groups.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of undergraduate degrees awarded to ethnic minority students	20	21	21	22
Increase the one-year retention rates of full-time ethnic minority students	68	64	65	65
Increase the six-year graduation rates of full-time ethnic minority students	40	40	39	39

◆ **Goal 3** To increase enrollment in the Applied Indigenous Studies courses and supporting courses.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Increase course enrollment in the Applied Indigenous Program..	936	97	105	105

Explanation: Change in reporting noted.

NAA 3.5 **Subprogram Summary**
ATHLETICS
 Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:
 To advance learning, enliven campus life, develop leadership skills, and foster the personal growth of the student.

Description:
 All NAU student-athletes participate in a variety of academic programs to ensure their academic success and progress towards graduation. Beginning with orientation through the graduation reception, NAU is committed to academics and the individual student-athlete's success in the classroom.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,773,600.0	1,549,500.0	1,549,500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,666,900.0	4,200,000.0	4,200,000.0
Federal Funds	0.0	0.0	0.0
Program total	6,440,500.0	5,749,500.0	5,749,500.0
FTE Positions	47.6	50.4	52.2

◆ **Goal 1** To ensure the athletic programs are committed to academic success of the student-athletes.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Six year graduation rates for student athletes.	52	50	52	52
Average GPA for male student athletes	2.92	2.91	2.95	3.00
Average GPA for female student athletes	3.16	3.14	3.18	3.20

◆ **Goal 2** To provide intercollegiate opportunities consistent with proportions in the general student body.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Student athletes	342	368	350	355
Women's teams	9	9	9	9
Men's teams	6	6	6	6
Female percentage of student athletes/ female percentage of student populations	45/60	44/59	48/57	48/57
Male percentage of student athletes/ male percentage of student populations	55/40	56/40	52/43	52/43

NAA 4.0

Program Summary
ACADEMIC SUPPORT SERVICES

Pat Haeuser, Assoc. Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To become a recognized student-centered university.

Description:

The primary goals of academic support services are to ensure a commitment to student success and high expectations for student learning by all faculty, staff, and students. Academic support services support instruction through five primary functions: (1) effective instructional design and pedagogy; (2) coordinating, assessing, and supporting academic programs to ensure close articulation of the offerings from various colleges and departments to ensure students fulfill general education and program learning expectations; (3) providing access to scholarly materials and other learning tools developed by the library; (4) providing for technology enhanced learning, and (5) internationalizing the campus.

This Program Contains the following Subprograms:

- ▶ Library
- ▶ Academic Computing
- ▶ Statewide Academic Programs
- ▶ Instructional Support

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	15,100,800.0	15,065,300.0	16,427,100.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,369,000.0	3,941,600.0	4,058,900.0
Federal Funds	0.0	0.0	0.0
Program total	18,469,800.0	19,006,900.0	20,486,000.0
FTE Positions	253.3	268.2	277.8

NAA 4.1

Subprogram Summary
LIBRARY

Pat Haeuser, Director
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To support the curricular, research, and community service goals of Northern Arizona University and its constituents. The Library offers 24/7 academic program and course support, services, and access to information resources.

Description:

The mission of the Cline Library is to support the curricular, research, and community service goals of Northern Arizona University and its constituents. A central learning resource, the Library offers services, instruction, and timely access to information resources and collections.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,212,300.0	5,430,800.0	5,430,800.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	69,300.0	81,000.0	83,400.0
Federal Funds	0.0	0.0	0.0
Program total	6,281,600.0	5,511,800.0	5,514,200.0
FTE Positions	99.8	105.7	109.5

◆ **Goal 1** To provide a physical and online environment that supports student and faculty learning, teaching, and research.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Library hours per week	87	97	97	97
Explanation: New Measure				
Number of users in the library	585,757	645,649	645,800	646,000
Explanation: New Measure				
Number of hours students utilize collaborative work (group study) room	30,860	25,602	30,000	31,000
Explanation: New Measure				
Number of campus network logins from the library's public computers	408,753	451,994	475,000	475,000
Explanation: New Measure				
Number of accesses to the library's web site	1,036,308	1,219,871	1,250,000	1,275,000
Explanation: New Measure				
Number of accesses to the library's licensed online resources	308,676	312,724	315,000	317,000
Explanation: New Measure				
Number of electronic journal titles available	21,193	25,056	26,000	27,000
Explanation: New Measure				
Number of accesses to electronic books	5,155	7,387	8,000	8,500
Explanation: New Measure				
Number of Ask-a-Librarian email transactions	2,092	2,667	2,800	3,000
Explanation: New Measure				
Average turnaround time for Ask-a-Librarian email transactions	34 hours	2.8 hours	2.5 hours	2.5 hours
Explanation: New Measure				
Number of courses supported with electronic reserve services	1,208	1,190	1,300	1,400
Explanation: New Measure				
Average turnaround time in making electronic reserves readings available for courses	69.5	75 hours	72 hours	72 hours
Explanation: New Measure				
Number of items provided for NAU students, faculty and staff via Document Delivery Services	16,486	18,029	18,300	18,646
Explanation: New Measure				
Average turnaround time for items provided for NAU students, faculty and staff via Document Delivery Services	5 days	5 days	5 days	5 days
Explanation: New Measure				

◆ **Goal 2** To select, digitize, and provide 24/7 access to Colorado Plateau resources located in the Library's Special Collections and Archives

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of items available to end users in the Colorado Plateau Digital Archives	24,300	45,000	52,300	66,300
Explanation: New Measure				
Number of accesses to the Digital Archives (in millions)	1.76	1.9	1.9	2
Explanation: New Measure				
Number of courses and research initiatives supported by digital archival materials	44	70	100	100
Explanation: New Measure				

Average turnaround time for user orders for material from Digital Archives 72 hours 72 hours 72 hours 72 hours

Explanation: New Measure

NAA 4.2 **Subprogram Summary**
ACADEMIC COMPUTING
 Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To operate and maintain information technology and telecommunications services in support of the NAU mission and goals. Services include academic support, administrative systems support, student services, telecommunications, and faculty and staff support and training.

Description:

Northern Arizona University's information technology infrastructure environment consists of a variety of information, computing, and telecommunication systems designed to meet the needs of a complex higher education institution. Most of these systems are centrally administered while some resources are decentralized and distributed across campus and the State of Arizona. Northern Arizona University has an electronic learning environment that meets the needs of on-campus and statewide students, faculty, and programs that support outstanding teaching and learning, research, and administrative systems.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,979,600.0	3,229,700.0	3,686,200.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,979,600.0	3,229,700.0	3,686,200.0
FTE Positions	46.3	49.1	50.8

◆ **Goal 1** To develop, improve, and manage access to central computing resources for the NAU academic community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Network connections Students, labs	7,240	8,484	9,789	10,000
Percent of student body with e-mail accounts	100	100	100	100
Total student's personal computer registrations	5,857	6,174	6,350	6,500

Explanation: New Measure

NAA 4.3

Subprogram Summary
STATEWIDE ACADEMIC PROGRAMS

Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To provide leadership in the development, use, and assessment of technologies in administrative systems and educational programs.

Description:

In order to respond effectively to the expected growth in the number of both traditional and nontraditional prospective Arizona students, Northern Arizona University is committed to providing expanded access for students throughout the state. NAU is constantly developing hybrid programs that combine different models of delivery to meet the growing needs of undergraduate students via distance learning. In the first year of the "Expand on Demand" initiative, the university's FY07 Budget Request includes a facility on the Yavapai College campus in Prescott to strengthen our longstanding partnership serving students in Yavapai County. The expansion of sites and partnerships emanates from Northern Arizona University's tradition of outstanding educational experience founded on access, engagement, quality, and value. A proven leader in providing access to higher education, Northern Arizona University's distance learning program offers students choices never before available – within their own communities and even in the comfort of their own homes.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,985,500.0	5,403,900.0	6,167,700.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	932,400.0	1,090,900.0	1,123,400.0
Federal Funds	0.0	0.0	0.0
Program total	5,917,900.0	6,494,800.0	7,291,100.0
FTE Positions	84.7	89.6	92.8

◆ **Goal 1** To improve statewide access to network services, general computing resources, and instructional technology for NAU faculty and students.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Remote teaching sites with network access	30	30	30	30
IITV sites Statewide Connection Affiliates	4	4	4	4
IITV sites Statewide Classrooms	30	42	38	38

NAA 4.4

Subprogram Summary
INSTRUCTIONAL SUPPORT

Pat Haeuser, Assoc. Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To provide the instructional support necessary to promote the practice and integration of high-quality undergraduate and graduate education with scholarly activities related to knowledge acquisition, discovery, and the application of knowledge.

Description:

Exceptional teachers, mentors, researchers, and leaders in their fields—the faculty are the core of Northern Arizona University. They challenge students to think at a higher level and engage in research and innovations that change world views; faculty open doors on the future. Providing an outstanding undergraduate experience requires faculty who are committed to teaching as is found through Northern Arizona University. On a recent survey, 99 percent of Northern Arizona University’s undergraduate faculty members say they love teaching. Educational excellence is a product not only of Northern Arizona University’s signature small class sizes, course focus, and faculty-student interaction, but also of the university’s focus on cycles of improvement and learning. New faculty development program initiatives, such as the Teaching Academy, are designed to support an environment of learning.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	923,400.0	1,000,900.0	1,142,400.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,367,300.0	2,769,700.0	2,852,100.0
Federal Funds	0.0	0.0	0.0
Program total	3,290,700.0	3,770,600.0	3,994,500.0
FTE Positions	22.5	23.8	24.7

◆ **Goal 1** To ensure faculty expertise and institutional support for technology.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Grants awarded for instruction	53.6	57	60	65
Value of grants awarded for instruction (in millions), this includes Proposition 301 awards used for instruction.	7.4	9.9	10.5	11.5

◆ **Goal 2** To provide opportunities for faculty growth and professional development.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of semester sabbaticals	28	21	27	27
Number of full year sabbaticals (fiscal)	26	33	29	29
Financial support for semester sabbaticals (in thousands of dollars)	830.7	664.2	896.5	923.4

NAA 5.0

Program Summary
RESEARCH AND PUBLIC SERVICE

Pat Haeuser, Assoc. Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To strengthen graduate and professional education, economic development and research.

Description:

The university serves communities in the West where environment, resource management and recreation, human health, population diversity, and rural/regional issues are important. The university engages primarily in applied, problem-focused and interdisciplinary research. Northern Arizona University’s research has an economic impact in Northern Arizona and provides undergraduate students an opportunity to apply and practice the knowledge and skills gained in a classroom. It involves the active engagement of undergraduate and graduate students in the best pedagogical practices for student-driven inquiry. Northern Arizona University’s research strengths and emerging directions meet the needs of Arizona and the changing face of the new American West. The university is focused on: biotechnology and health, environment – sustainable systems is one of four economic development priorities for Arizona, learning and teaching – meeting the needs of P-20 for Arizona, and human connections – Northern Arizona University’s public service awards in FY05 were nearly \$14 million.

This Program Contains the following Subprograms:

- ▶ **Research**
- ▶ **Public Service**
- ▶ **Economic Development**

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,775,900.0	5,176,600.0	5,908,300.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,760,300.0	6,739,500.0	6,940,000.0
Federal Funds	35,406,300.0	36,114,300.0	36,656,100.0
Program total	45,942,500.0	48,030,400.0	49,504,400.0
FTE Positions	457.3	484.2	501.6

NAA 5.1

Subprogram Summary
RESEARCH

Pat Haeuser, Assoc. Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To advance knowledge through integrated, intentional research and scholarship.

Description:

The university serves communities in the West where environment, resource management and recreation, human health, population diversity, and rural/regional issues are important. The university engages primarily in applied, problem-focused and interdisciplinary research. Northern Arizona University’s research has an economic impact in Northern Arizona and provides undergraduate students an opportunity to apply and practice the knowledge and skills gained in a classroom. It involves the active engagement of undergraduate and graduate students in the best pedagogical practices for student-driven inquiry.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,729,900.0	1,875,000.0	2,140,100.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	517,100.0	605,000.0	623,000.0
Federal Funds	35,406,300.0	36,114,300.0	36,656,100.0
Program total	37,653,300.0	38,594,300.0	39,419,200.0
FTE Positions	352.4	373.1	386.5

◆ **Goal 1** To increase the amount of external support for research.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
The federal, state and private investments leveraged by Proposition 301 Funds. (in thousands)	10,502.9	15,300	9,109	9,500
The amount of external, federal and state grants awarded to NAU (in millions), this includes Proposition 301 funds.	53.6	58.7	60	62

NAA 5.2

**Subprogram Summary
PUBLIC SERVICE**

Pat Haeuser, Assoc. Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To serve the needs of the public in Flagstaff and throughout the state by enriching the scholarly, creative and professional lives of these constituencies.

Description:

Northern Arizona University's faculty members, organized in departments, schools, research centers and institutes, act as a catalyst for service programs with various federal, state and local governments, and the private sector. NAU also shares knowledge, technical resources, and cultural and educational opportunities with communities throughout Arizona and the Colorado Plateau. In addition to the public service activities which are part of the mission of individual academic units, several centers on campus exist specifically as public service units. These include the Arizona K-12 Center which acts as a resource for educators at all levels, the Institute for Human Development, the Center for American Indian Economic Development, the Institute for Future Work Force Development, the Institute for Native Americans, and the NAU Art Museum & Galleries. In addition to these specialized units, NAU serves as the cultural center for northern Arizona through its 100,000-watt public radio station and by providing public access to theatrical, musical, and artistic events.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,744,700.0	2,975,000.0	3,395,500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,241,000.0	6,132,000.0	6,314,400.0
Federal Funds	0.0	0.0	0.0
Program total	7,985,700.0	9,107,000.0	9,709,900.0
FTE Positions	100.3	106.2	110.0

◆ **Goal 1** To be a partner in the cultural climate of Arizona and the Southwest region.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Department of Theater season performances.	n/a	30	30	30

Explanation: New Measure

Music concerts scheduled. n/a 10 10 10
Explanation: New Measure
◆ **Goal 2** To enhance the quality of life in Arizona and the Southwest region.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Participants: Institute for Future Workforce Development	11,755	25,000	10,000	10,000
Participants: Speech/Language/Audiology Clinic	2,444	2,000	2,100	2,250

NAA 5.3

**Subprogram Summary
ECONOMIC DEVELOPMENT**

Pat Haeuser, Assoc. Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To be a center of activity essential to the intellectual, cultural, and economic development of our region.

Description:

NAU recognizes and accepts its obligation to serve the interest of the broader community and state. Northern Arizona University strives to involve faculty and students of NAU in programs designed to serve primarily the needs of constituents in rural Arizona. For example, the Arizona K-12 Center provides information, technical assistance, and professional development opportunities for educators based on best practices; disseminates information related to effective professional development, provides information services; supports the retention of quality teachers to meet Arizona's needs through induction activities; conducts research that examines educational practices in Arizona that will increase the effectiveness of teaching and learning in measurable ways; and evaluates best educational practices to determine their effectiveness in Arizona's K-12 schools in order to prepare students to meet or exceed all nine areas of the Arizona Academic Standards.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	301,300.0	326,600.0	372,700.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,200.0	2,500.0	2,600.0
Federal Funds	0.0	0.0	0.0
Program total	303,500.0	329,100.0	375,300.0
FTE Positions	4.7	5.0	5.1

◆ **Goal 1** To increase the workforce development pipeline.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total degrees granted	4,758	4,794	4,825	4,855
Increase the number of participants served under the College of Business's Bank One Center	8,498	8,823	8,800	9,000
Increase the amount of external funding secured by the College of Business's Bank One Center	230,000	327,000	310,000	325,000

Explanation: New Measure

NAA 6.0

Program Summary
INSTITUTIONAL ADVANCEMENT

Pat Haeuser, Assoc. Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To ensure financial stability and growth.

Description:

Institutional Advancement works to increase endowed scholarships, professorships and educational programs at Northern Arizona University.

This Program Contains the following Subprograms:

- ▶ Developmental Activities
- ▶ Alumni Relations

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,089,000.0	278,300.0	278,300.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,588,000.0	1,857,900.0	1,913,200.0
Federal Funds	0.0	0.0	0.0
Program total	2,677,000.0	2,136,200.0	2,191,500.0
FTE Positions	39.1	41.4	42.9

NAA 6.1

Subprogram Summary
DEVELOPMENTAL ACTIVITIES

Pat Haeuser, Director
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To ensure financial stability and growth.

Description:

Institutional Advancement works to increase endowed scholarships, professorships and educational programs at Northern Arizona University.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,089,000.0	278,300.0	278,300.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,237,400.0	1,447,700.0	1,490,800.0
Federal Funds	0.0	0.0	0.0
Program total	2,326,400.0	1,726,000.0	1,769,100.0
FTE Positions	31.9	33.8	35.0

◆ **Goal 1** To increase the number of donors to NAU.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Alumni donors	4,284	4,447	4,892	5,384
Faculty and staff donors	552	527	578	635
Parent donors	862	2,009	2,009	2,050
Other organizations donating to NAU	6,828	673	700	720

Other individuals.	n/a	4,318	4,500	4,700
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Explanation: New Measure

◆ **Goal 2** To increase NAU's financial resources through private giving.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Contributions by individuals (in thousands)	2,449	2,114	5,000	6,000
Contributions organizations (in thousands)	8,535	4,966	5,000	5,000
Total giving (in thousands)	10,984	7,080	10,000	11,000

◆ **Goal 3** To balance investment in the program with expected returns with a goal of averaging the cost of raising a dollar at .15.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Operations and salaries expense for each dollar raised	.18	.25	.25	.20

NAA 6.2

Subprogram Summary
ALUMNI RELATIONS

Pat Haeuser, Assoc. Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To provide opportunities for alumni and friends to connect with each other and support NAU.

Description:

Alumni relations provide a medium through which alumni can contribute to the welfare of the University in the areas of advocacy, counsel, student recruitment and fund raising. NAU fosters a spirit of commitment and loyalty between alumni and the University; acquaints alumni with the progress and needs of the University; and communicates the needs of the alumni back to the University.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	350,600.0	410,200.0	422,400.0
Federal Funds	0.0	0.0	0.0
Program total	350,600.0	410,200.0	422,400.0
FTE Positions	7.2	7.6	7.9

◆ **Goal 1** To strengthen fund raising efforts directed at university alumni through communications and volunteer opportunities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of LouieNews participants	n/a	10,000	12,000	13,200
Number of volunteer hours	n/a	295	400	400
Percent of alumni with known addresses	77	77	85	85

◆ **Goal 2** To coordinate and host alumni gatherings in areas where sufficient numbers of alumni and interest exists.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of events	n/a	21	20	20
Number alumni invited	n/a	10,000	18,000	20,000
Number alumni attended events	n/a	1,500	2,000	2,000

NAA 7.0

Program Summary
INSTITUTIONAL OPERATIONS

Pat Haeuser, Assoc. Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To ensure financial stability and growth.

Description:

To ensure fiscal vitality, the University will engage in activities and programs leading to stability and growth, and identify priorities to guide resource allocation.

This Program Contains the following Subprograms:

- ▶ Facilities Development and Management
- ▶ Resource Management
- ▶ General Oversight

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	39,579,100.0	42,900,800.0	48,964,400.0
Other Appropriated Funds	0.0	0.0	9,290,300.0
Other Non Appropriated Funds	21,802,500.0	25,508,800.0	26,267,700.0
Federal Funds	0.0	0.0	0.0
Program total	61,381,600.0	68,409,600.0	84,522,400.0
FTE Positions	798.5	845.6	875.9

NAA 7.1

Subprogram Summary
FACILITIES DEVELOPMENT AND MANAGEMENT

Pat Haeuser, Director
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To ensure financial stability and growth.

Description:

NAU works to provide a safe and healthy campus environment and to protect all University resources. This requires the development and implementation of health and safety programs and policies, provision of cost-effective central services, and improvement of buildings and other University spaces.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	20,598,000.0	22,326,700.0	25,482,300.0
Other Appropriated Funds	0.0	0.0	9,290,300.0
Other Non Appropriated Funds	10,378,200.0	12,142,400.0	12,503,700.0
Federal Funds	0.0	0.0	0.0
Program total	30,976,200.0	34,469,100.0	47,276,300.0
FTE Positions	436.9	462.6	479.2

◆ **Goal 1** To improve the physical living, working, and learning environment.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
State appropriations for building renewal (in millions.)	n/a	0	0	9.2

Explanation: New Measure

Increase the amount of funds for new construction (in millions.)	n/a	21.5	33	33
Explanation: New Measure				
Increase the amount of funding for capital renewal (in millions.)	n/a	28.8	52.3	42
Explanation: New Measure				
Operation and maintenance of plant, (in millions.)	n/a	13.7	14.2	14.5
Explanation: New Measure				

NAA 7.2

Subprogram Summary
RESOURCE MANAGEMENT

Pat Haeuser, Assoc. Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To ensure financial stability and growth.

Description:

NAU works to provide a safe and healthy campus environment and to protect all University resources. This requires the development and implementation of health and safety programs and policies, provision of cost-effective central services, and improvement of buildings and other University spaces.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	16,187,600.0	17,546,100.0	20,026,200.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,374,500.0	13,308,100.0	13,704,000.0
Federal Funds	0.0	0.0	0.0
Program total	27,562,100.0	30,854,200.0	33,730,200.0
FTE Positions	318.2	336.9	349.0

◆ **Goal 1** To enhance the safety and the learning/working environment.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
NAU numbers of: Affirmative Action formal and informal complaints, consultations and ADA issues contacts	2,240	2,310	2,500	2,500
People served by the Office of Employee Assistance and Wellness	3,423	3,172	3,388	3,388
Programs offered by the Office of Employee Assistance and Wellness	60	62	62	62
Presentations given by the NAU police	64	54	65	65

Explanation: Presentation reductions may be due to budget allocation.

◆ **Goal 2** To optimize use of financial resources through sound financial management practices.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Financial ratios: State Appropriations/ Total Educational and General Expenditures (in percent)	41.58	42.26	43.10	43.97
Financial ratios: Tuition and Fees/ Total Educational and General Expenditures (in percent)	34.35	35.59	37.01	38.49
Financial ratios: Total debt service/ unrestricted current fund expenditures and mandatory transfers (in percent)	6.10	5.80	5.6	5.9
Financial ratios: Available Assets/ General Liabilities (in percent)	3.8	3.8	3.95	4.11
Internal audits conducted	9	7	10	10

NAA 7.3

Subprogram Summary
GENERAL OVERSIGHT

Pat Haeuser, Assoc. Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To ensure financial stability and growth.

Description:

NAU works to provide a safe and healthy campus environment and to protect all University resources. This requires the development and implementation of health and safety programs and policies, provision of cost-effective central services, and improvement of buildings and other University spaces.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,793,500.0	3,028,000.0	3,455,900.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	49,800.0	58,300.0	60,000.0
Federal Funds	0.0	0.0	0.0
Program total	2,843,300.0	3,086,300.0	3,515,900.0
FTE Positions	43.4	46.0	47.7

◆ **Goal 1** To demonstrate responsible management of finances and resources.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Institutional Operations as a percent of State Operating Budget for NAU	21.91	19.72	20.26	20.87
General oversight as a percent of state Operating Budget for NAU	.89	.91	.91	.98
Administration as a percent of total cost	2.76	2.75	3.06	5.50
Percent of agency staff turnover	15.68	15.14	15.00	15.00



BNA 0.0	Agency Summary BOARD OF NURSING
Jo Elizabeth Ridenour, Executive Director	
Phone: (602) 889-5201	
A.R.S. § 32-1601 to 32-1668	

Mission:

To protect the public health, safety, and welfare through the safe and competent practice of nurses and nursing assistants.

Description:

The State Board of Nursing protects the public by assuring that standards of practice are defined and that persons engaged in the practice of nursing are competent. It approves individuals for licensure, registration, and certification; approves educational programs for nurses and nursing assistants; investigates complaints concerning licensee and certificate holder compliance with the law; and determines and administers disciplinary actions in the event of proven violations of the Nurse Practice Act.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ LICENSING AND REGULATION - RN/LPN	2,852.7	3,105.7	3,021.5
➤ NURSING ASSISTANT	838.4	758.4	734.0
Agency Total	3,691.1	3,864.1	3,755.5

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	136.4	162.7	161.4
Other Appropriated Funds	2,909.6	3,132.8	3,049.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	645.1	568.6	544.2
Program total	3,691.1	3,864.1	3,755.5
FTE Positions	53.7	54.7	54.7

Strategic Issues:

Issue 1 Cycle time to complete investigations

It currently takes 7.4 months from the time a complaint is received until it is presented to the Board. It is our intent to reduce this time to 6 months.

BNA 1.0	Program Summary LICENSING AND REGULATION - RN/LPN
Jo Elizabeth Ridenour, Executive Director	
Phone: (602) 889-5201	
A.R.S. § 32-1601 to 32-1668	

Mission:

To establish standards and requirements for initial licensure of new nursing graduates and nurses moving into the State; to protect the public by investigating complaints against licensees ensuring that due process is upheld; to assist nurses with problems of chemical dependency to obtain treatment; to monitor such activity, all with the intent to protect the public from nurses who are unsafe to practice.

Description:

The Board of Nursing (ASBN) licenses all nurses practicing in the State except those practicing in federal facilities. In order to license nurses, the Board administers NCLEX to new graduates and verifies licensure status in other states for nurses moving into Arizona. The Board investigates licensees who have been reported for possible violations of the Nurse Practice Act. Through a comprehensive investigation process, the agency ensures the public safety from incompetent, unsafe, or unprofessional nurses. The Chemically Addicted Nurses Diversion Option (CANDO) Program of the Board consists of three year contracts with licensees which include and are monitored for: initial intensive treatment, aftercare, participation in Alcoholics Anonymous or Narcotics Anonymous, random biological-fluid screens, nurses support groups and quarterly employer evaluations. Licensees are also monitored when the Board determines probational discipline is needed to ensure that public risk is reduced. The Hearing Department schedules hearings for licensees/certificate holders who have been denied licensure/certificates and for those who request their disciplinary procedure be heard by an Administrative Law Judge whose recommendation is forwarded to the Board for approval of the final order.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	136.4	162.7	161.4
Other Appropriated Funds	2,716.3	2,943.0	2,860.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,852.7	3,105.7	3,021.5
FTE Positions	39.2	40.2	40.2

◆ **Goal 1** To reduce the cycle time needed to issue certificates and licenses for examinee, endorsement and renewal applicants.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customers reporting very good or excellent service (%)	89	92	95	95
Average days from application received to RN/LPN renewal license issued	7.7	4	7	7
RN/LPN renewals issued (4-year cycle)	11,471	12610	12,000	12,000
Total licensees Registered Nurses and Licensed Practical Nurses	68,367	69878	65,000	65,000

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total complaints received	788	758	800	800
Percent of licensees with disciplinary action	.6	.6	.5	.5
Average hours per investigation needed to complete a case	17.4	17.1	17	17

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Average months needed to complete investigations and present cases to the Board	8	7.6	6	6	Percent of CNA's with disciplinary action	2	2	2	2
Average calendar days from receipt of complaint to resolution	237	228	180	180	Total investigations conducted - status closed	788	717	800	800
Average calendar days per investigation from start to final adjudication	237	228	180	180	Percent of investigations resulting in disciplinary enforcement action	53	70	60	60
Percent of investigations resulting in disciplinary enforcement action	61	60	70	70	Average calendar days per investigation from start to final adjudication	265	203	180	180

◆ **Goal 3** To effectively provide a non-disciplinary Chemically Addicted Nurse Diversion Option (CANDO) program.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Licenses in CANDO program	160	181	170	170
Licenses completing CANDO program (%)	76	49	80	80

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Nursing programs monitored for non-compliance	6	4	10	12
Examinees from program successfully passing NCLEX	1,800	1786	2,200	2,400

BNA 2.0

Program Summary
NURSING ASSISTANT

Jo Elizabeth Ridenour, Executive Director
Phone: (602) 889-5201
A.R.S. § 32-1645

Mission:

To protect the public health, safety, and welfare through the provision of competent Certified Nursing Assistant care.

Description:

This program administers the certification examinations for Nursing Assistant candidates, surveys and approves Nursing Assistant training programs, and maintains a register of Certified Nursing Assistants (CNAs). The Arizona Department of Health Services shares some responsibility for this program by receiving and substantiating complaints against CNAs.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	193.3	189.8	189.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	645.1	568.6	544.2
Program total	838.4	758.4	734.0
FTE Positions	14.5	14.5	14.5

◆ **Goal 1** To operate the program efficiently and effectively.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of applicants or certificate holders reporting very good or excellent service	UNK	95	95	95
Average calendar days from receipt of completed application to denial of certification	277	290	200	180
Total individuals certified as nursing assistants	24,836	22866	24,000	24,000
Total complaints received	762	682	750	750
Average calendar days from receipt of complaint to resolution	265	203	180	180

NCA 0.0

Agency Summary

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

Allen Imig, Executive Director

Phone: (602) 542-8156

A.R.S. § 36-446.02

Number of renewal applications processed	432	1969	500	2,200
Average calendar days to renew a license	3	4	15	15
Explanation: FY 2005 actuals reflect the renewal of managers only.				
◆ Goal 3 To ensure that agency operations are effective and efficient.				
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction (scale of 1-8)	n/a	n/a	6.5	7.0
Explanation: In FY 2004, a survey of customer satisfaction was not conducted.				
Administration as percent of total cost	3.5	4.0	4.0	4.0

Mission:

To protect the health, welfare, and safety of Arizona citizens who seek and use the services of nursing care institution administrators and assisted living facility managers.

Description:

The Board evaluates applications from individuals seeking nursing home administrator licenses and assisted living facility manager certificates. The Board investigates the credentials and backgrounds of applicants, conducts examinations, and processes the applications. The Board also evaluates and processes applications for renewal of administrator licenses and manager certificates. Both administrators and managers are required by law to meet continuing education requirements. The Board approves continuing education programs and ensures that the requirements are met. The Board investigates complaints against administrators and managers received from citizens or the Department of Health Services. The Board imposes appropriate disciplinary action and enforces compliance with such discipline. The Board provides information to the public concerning applicants, licensees and certificate holders, and regulatory actions taken. All of these Board functions are accomplished through a fees-financed program of examination, licensure, and regulation.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	332.7	383.5	372.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	332.7	383.5	372.7
FTE Positions	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 improve agency operations relating to complaint investigations to ensure consistent and timely enforcement of statutes and rules regulating nursing care institution administrators and assisted living facility managers.

◆ Goal 2 To ensure that licenses and certificates are processed in a timely and efficient manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of existing licenses	2,174	2404	3,100	3,300
Number of new applications filed	767	773	927	1019
Number of new licenses issued	555	508	660	720
Number of new and existing licenses	2,729	2912	3,300	3,500

OTA 0.0
Agency Summary
 BOARD OF OCCUPATIONAL THERAPY EXAMINERS
 Ms. Cedes Bruno Morgan, Executive Director
 Phone: (602) 589-8352
 A.R.S. § 32-3401 to 3445

Mission:

To assure the public's health, safety, and welfare by licensing and regulating individuals who provide occupational therapy services or athletic training.

Description:

The Board of Occupational Therapy Examiners is a regulatory board, which issues and renews bi-annually approximately 1,500 licenses for the occupational therapy profession and 300 licenses for the athletic training profession. By law, the Board requires that each applicant meet minimum standards of education, experience, and competency. The Board also receives and investigates complaints, takes appropriate disciplinary action, and responds to inquires from consumers as to the license status of individual occupational therapy professionals and athletic trainers.

Agency Summary:

	(\$ Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ BOARD OF OCCUPATIONAL THERAPY EXAMINERS	118.5	141.9	135.6
➤ BOARD OF ATHLETIC TRAINING	57.6	82.3	82.3
Agency Total	176.1	224.2	217.9

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	176.1	224.2	217.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	176.1	224.2	217.9
FTE Positions	2.5	3.0	3.0

Strategic Issues:

Issue 1 Meeting Future Goals

The Agency continues to provide timely service in the licensing and regulation of Occupational Therapy practitioners. Despite the small staff of two FTEs and five Board members, it has been routinely exceeding the 60 day goal in issuing licenses and the 120 day goal in resolving complaints/investigations. Present staff is highly skilled, motivated, and will be difficult to replace; yet salaries are low and non-competitive in today's labor market where employees are scarce. This is a 90/10 agency which depends on license fees for its operating budget including salaries.

OTA 1.0
Program Summary
 BOARD OF OCCUPATIONAL THERAPY EXAMINERS
 Ms. Cedes Bruno Morgan, Executive Director
 Phone: (602) 589-6337
 A.R.S. § 32-3401 to 3445

Mission:

To assure the public's health, safety, and welfare by licensing and regulating individuals who provide occupational therapy services.

Description:

The Board of Occupational Therapy Examiners is a regulatory board which issues and renews bi-annually approximately 1,500 licenses for the occupational therapy profession. By law, the Board requires that each applicant meet minimum standards of education, experience, and competency. The Board also receives and investigates complaints, takes appropriate disciplinary action, and responds to inquires from consumers as to the license status of individual occupational therapy professionals.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	118.5	141.9	135.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	118.5	141.9	135.6
FTE Positions	1.7	2.0	2.0

◆ **Goal 1** To investigate violations of the statute and rules and resolve issues within 120 days.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of occupational therapy complaints received	10	15	18	20
Complaints that violate statutes or rules	4	6	10	14
Percent of disciplinary or enforcement actions	40	40	55	70
Percent of complaints resolved within 120 days	90	100	88	85
Average calendar days to resolve a complaint	90	87	90	90

◆ **Goal 2** To assure license renewal applicants complete required continuing education within their licensure period.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Licenses received for renewal	1071	439	1250	700
Application received in full compliance and approved within sixty days	1071	439	1250	700
Percent of applications in full compliance	100	100	100	100
Number of continuing education inspection conducted	1071	439	1250	700
Average calendar days to renew a license	30	30	30	30

◆ **Goal 3** To ensure qualified applicants are issued an initial license in 60 days.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Applications received	1267	672	1455	910
Percent of licenses issued within 10 days of approval	100	100	100	100
Initial licenses issued within 10 calendar days of approval	196	233	205	210

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Average time in calendar days from receipt of the completed application to issuance or denial of licensure	31	30	31	31	Number of athletic training complaints received	7	7	13	18
Licenses issued	1267	672	1455	910	Complaints that violate statutes or rules	6	3	10	15
Number of individuals licensed as occupational therapists	1,787	1878	2,180	2,332	Percent of disciplinary or enforcement actions	86	43	77	83
Customer Satisfaction rating (scale 1-8)	7.0	7.1	7.0	7.0	Percent of complaints resolved within 120 days	100	100	100	100
					Average calendar days to resolve a complaint	60	68	70	80

OTA 2.0	Program Summary
	BOARD OF ATHLETIC TRAINING
	Ms. Cedes Bruno Morgan, Executive Director
	Phone: (602) 589-6337
	A.R.S. § 32-4101



Mission:

To assure the public's health, safety and welfare by licensing and regulating individuals who provide athletic training services.

Description:

The Board of Athletic Training is a regulatory board, which issues and annually renews approximately 300 licenses for the athletic training profession. By law, the Board requires that each applicant meet minimum standards of education, experience and competency. The Board also receives and investigates complaints, takes appropriate disciplinary action and responds to inquiries from consumers as to the license status of individual athletic training professionals.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	57.6	82.3	82.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	57.6	82.3	82.3
FTE Positions	0.8	1.0	1.0

◆ **Goal 1** To assure qualified applicants are issued an initial license in 60 days.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Applications received	419	340	506	593
Percent of licenses issued within 10 days of approval	100	100	100	100
Initial licenses issued within 10 calendar days	74	85	87	93
Average time in calendar days from receipt of the completed application to issuance or denial of licensure	31	30	31	31
Number of athletic training licenses issued	419	425	506	593
Customer satisfaction rating (scale 1-8)	7.0	6.3	7.0	7.0

◆ **Goal 2** To assure license renewal applicants are issued a renewal license in 30 days.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Licenses received for renewal	345	340	419	500
Applications approved within 30 days	345	340	419	500
Average calendar days to renew a license	30	30	30	30

◆ **Goal 3** To investigate violations of the statutes and rules and resolve issues within 120 days.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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OBA 0.0

Agency Summary
BOARD OF OPTOMETRY

Margaret Whelan, Executive Director
Phone: (602) 542-8155
A.R.S. § 32-1701

Mission:

To protect the health, safety, and welfare of Arizona citizens by regulating and achieving the highest standards in the optometry profession.

Description:

The Arizona State Board of Optometry examines, licenses, and regulates the profession of Optometric Doctors (O.D.). In addition, the Board registers out-of-state replacement contact lens dispensers. The Board investigates complaints alleging violations of the Optometric Practice Act and takes administrative regulatory action when required. Currently there are approximately 903 professionals licensed to practice in the State.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	174.5	196.1	177.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	174.5	196.1	177.6
FTE Positions	2.0	2.0	2.0

Strategic Issues:

Issue 1 Common Licensing with other state regulatory agencies

The Board of Optometry continues to discuss common licensing with other regulatory agencies. This discussion would include the parameters and costs for consolidating the licensing process.

Issue 2 Online application process

The Board kicked off online renewals with credit card in April of 2005. We continue to address the issues of moving from paper to online renewals only in the future as well as accepting credit cards for other online transactions such as public information requests, duplicate licenses and applications.

Issue 3 Revision of Jurisprudence exam to conform to new Rules

The Board had a rules change effective May 3, 2005 and will be revising the Jurisprudence exam to reflect the ongoing changes to the rules.

Issue 4 Automatic update of website.

The Agency developed and implemented an informational web page in September 2001. The page contains basic public information which automatically updates doctor and consumer public information on a daily basis. The web page generally includes licensing and disciplinary action information, statutes and rules, meeting information and downloadable applications and forms. The Board continues to conform web design to uniform format designated by the Government Information Technology Agency.

Issue 5 Promulgation of rules pursuant to Legislative mandates

The Arizona State Board of Optometry is required to promulgate rules due to the legislative mandates of Laws 2001, Chapter 331 and Laws 2003, Chapter 5.

Issue 6 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 7 Improve and standardize investigation process and integrate consumer mediation program to resolve disputes.

The Board continues to evaluate investigation guidelines. The proposed system will allow for complaints and investigations to be quickly adjudicated and/or resolved in a consistent fashion and manner. In addition, the program will define uniform investigation standards.

Issue 8 Digital Board books and meetings.

The Board implemented digital board books in September of 2004 with the purchase of laptop computers for each Board member to use during the meeting, thereby eliminating the need for paper copies.

◆ **Goal 1** To ensure that licenses are granted or renewed to qualified optometrists.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
New licenses issued	67	71	75	79
License applications received	83	83	68	72
Active licensees	854	890	950	975
Average time to process an initial license application	35	32	35	35
Average calendar days to renew a license	2.3	2	2	2

◆ **Goal 2** To effectively investigate and adjudicate complaints pursuant to statutes and rules.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total number of complaints received	46	24	45	45
Total number of complaints resolved	52	18	50	50
Average number of days from receipt of complaint to resolution	168	72	90	90
Total number of disciplinary actions	3	3	3	3
Average number of days to issue disciplinary action	141	60	75	75

◆ **Goal 3** To provide accurate information and programs to stakeholders, including but not limited to: citizens, licensees, health care organizations, and other governmental bodies.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total number of consumer questions and concerns	2,976	no data	3000	3000
Customer Satisfaction rating (Scale 1-8)	7.347	no data	7.3	7.3

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Administration as % of total cost	5	5	5	5
Customer Satisfaction	7.3	no data	7.5	7.6

◆ **Goal 5** To register and regulate out-of-state replacement contact lenses dispensers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total # of companies registered	16	12	18	20

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Agency Summary
BOARD OF OSTEOPATHIC EXAMINERS

Jack Confer, Executive Director
Phone: (480) 657-7703
A.R.S. § 32-1800 et seq.

Mission:

To protect the public health and safety of people in the State of Arizona through the regulation of physicians licensed to practice osteopathic medicine and surgery in the State.

Description:

The Board of Osteopathic Examiners licenses and regulates osteopathic physicians in the State of Arizona, which is distinguished from traditional medicine in that it focuses on preventive care with a special emphasis on the musculo-skeletal system. The system of hands-on techniques helps alleviate pain, restores motion, supports the body's natural functions and influences the body's structure to help it function more efficiently. There are approximately 2,000 licensed osteopathic doctors in Arizona. The Board is comprised of five doctors and two members of the public, which are all appointed by the Governor to five-year terms. The Board is responsible for the licensure and regulation of members of the Osteopathic medical community, the enforcement of standards of practice, and the review and adjudication of complaints.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	476.2	664.4	602.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	476.2	664.4	602.0
FTE Positions	5.5	5.5	5.5

Strategic Issues:

Issue 1 Complaint/Investigation Process

The Agency intends to continue its strategy to reduce its backlog while preventing the undue aging of more recently received complaints. Agency staff will continue to review the procedures that constitute the investigation and review process, to ensure that protection of the public, due process, and administrative efficiency are maximized.

Issue 2 Rule making

During the FY2006-07 biennium, the Agency expects to amend existing rules so they conform to current practices within the Osteopathic profession. Additionally, the Agency expects to propose new rules to address statutory requirements, such as licensing time frames.

Issue 3 Licensure/Registration/Renewal Process

The Agency continues to track pending applications. The Agency will explore use of trusted secondary, rather than primary source verifications of credentials. The Agency continues efforts to convert paper-based procedures to web-based transactions.

◆ **Goal 1** To issue and renew licenses promptly and effective manner

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of new and existing licenses	1,778	1926	2,048	2,183
Average days to issue renewals	3	5	5	5
Number of applications for new license	189	195	150	150
Number of new licenses issued	166	178	150	150

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average days to issue new license	95	72	65	65
◆ Goal 2 To investigate and resolve complaints in a timely manner				
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Complaints received	211	213	200	200
Complaints investigated	183	161	180	180
Licenses that had Disciplinary Action taken	11	12	0	0
Average calendar days to resolve a complaint	462	378	315	225
Average calendar days to investigate a complaint	401	346	270	180
Complaints resolved	177	170	200	200
◆ Goal 3 To administer the agency effectively				
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Administration as percent of total cost	15	15	20	20
Customer satisfaction rating (1-8)	5.8	5.97	6.5	6.5



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Agency Summary
STATE PARKS BOARD

Ken Travous, Executive Director
Phone: (602) 542-7102
A.R.S. § 41-511. seq.

Mission:

To manage and conserve Arizona's natural, cultural, and recreational resources for the benefit of the people, both in our parks and through our partners.

Description:

Under the direction of the Arizona State Parks Board, the agency develops and manages thirty State parks and natural areas and provides safe and enjoyable facilities and programs for over two million visitors annually. The Board also, upon recommendation of several advisory committees, provides approximately \$32 million in financial incentives annually to government and nongovernment entities through eight different grant programs. Through the State Historic Preservation Office, the Agency preserves Arizona's prehistoric and historic resources. The Agency also coordinates two Recreational Trails programs, one for motorized and one for non-motorized trail activities. The Agency coordinates statewide resource planning, public involvement and educational opportunities through partnerships for public purposes. State Parks is comprised of the Director's Office and three divisions: Parks, Partnerships, and Administrative Services.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ PARK DEVELOPMENT AND OPERATION	16,965.6	20,531.0	20,096.1
➤ PARTNERSHIPS AND GRANTS	31,951.2	39,523.3	39,456.1
➤ ADMINISTRATION	3,922.0	4,844.4	4,779.4
Agency Total	52,838.8	64,898.7	64,331.6

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	22,282.8	22,447.6	22,380.5
Other Appropriated Funds	11,394.6	12,442.1	12,058.8
Other Non Appropriated Funds	16,742.2	26,150.8	26,095.8
Federal Funds	2,419.2	3,858.2	3,796.5
Program total	52,838.8	64,898.7	64,331.6
FTE Positions	362.3	361.3	361.3

Strategic Issues:

Issue 1 *As the Agency moves towards its new vision, funding constraints require us to seek new solutions in Information Technology, Training and Partnerships.*

As Arizona State Parks moves towards its new vision "to be recognized nationally and locally as the outstanding resource management organization," funding is not available to expand programs. As the agency has to earn over half of its operating revenues, revenue shortfalls continue to create operational and capital needs backlogs. Three areas were identified as having the most promise in helping achieve our new vision.

In technology, the development of a Geographic Information Systems database will change the way we manage our assets in the future. In partnership with the Arizona Department of Administration, we are already changing the way we manage our employees through the implementation of the Human Resource Information Solution, Your Employee Services and the Hiring Gateway. New technology issues relate to revenue generation with the implementation of an internet reservation system for Kartchner Caverns State Park, a campground reservation system at our

other parks and the leveraging of these technological enhancements through marketing to result in increased visitation and revenues at our parks.

To ensure the best use of our employees, a survey was conducted to pinpoint professional development and training needs as articulated by both supervisors and employees. In addition, focus groups were conducted throughout the state to identify training and communication issues. Arizona State Parks will develop a strategic relationship with the Arizona Government University to meet these identified professional development and training needs.

Finally, as Arizona State Parks cannot employ all the people it needs to accomplish its mission, partnerships will be developed with the universities, other agencies and non-profits. Arizona State Parks will also endeavor to expand its volunteer base and friends groups. By focusing these organizations on specific issues, Arizona State Parks hopes to raise the bar of resource management in Arizona.

Issue 2 *To communicate the new vision, the agency will establish and present a clear and consistent image to its internal and external customers.*

Internally, Arizona State Parks will establish a new "Contact Us" e-mail account so employees can submit questions, even if they are unsure who might have the pertinent information to answer their question. Arizona State Parks will recognize and post on the agency website efforts made by each park or section to achieve the new vision. Retreats and training will be conducted with managers that focus on natural and cultural resource issues. Finally, a communication initiative will ensure all employees understand the new direction of Arizona State Parks and their role in achieving the new vision.

Externally, Arizona State Parks, in conjunction with its advisory groups, will continue to evaluate grant programs to incorporate the new vision. Arizona State Parks will also pursue conservation projects and programs that illustrate areas of strategic concern. These include invasive species, open space, riparian habitat and historic preservation to name a few.

Issue 3 *This Strategic Plan will provide a systematic approach to move the agency toward the new vision.*

Too often, Strategic Plans only document what an agency already does. Arizona State Parks' new vision is where we want to be, not where we currently are. Therefore, quarterly reports are given to the Arizona State Parks Board by the Executive Director documenting the steps taken to move the agency towards the new vision. These strategic issues all have goals and objectives to be completed in FY 2006. These issues, goals and objectives will be reevaluated by the Arizona State Parks Board for FY 2007.

PRA 1.0

Program Summary
PARK DEVELOPMENT AND OPERATION

Jay Ream, Assistant Director
Phone: (602) 542-7103
A.R.S. § 41-511 et. seq.

Mission:

To acquire, develop, manage and conserve Arizona State Parks' natural, cultural, educational and recreational opportunities.

Description:

The Operations, Development, and Resources Management Section are responsible for acquiring, planning, developing, managing, and maintaining natural, cultural, and recreational resources within the State Parks System for public use, education, enjoyment and safe visitor experiences. The Operations Section hosts well over two million visitors annually at the thirty State Parks and natural areas and manages park programs, activities, maintenance, visitor services and visitor safety. The Development Section is responsible for the construction of park amenities and the development of Parks' properties along with administering the capital improvement program. The Resources Management Section is responsible for the acquisition of Park properties and natural areas. Responsibilities also include master planning, real estate management, historical preservation, protection of historical and cultural sites, environmental and science issues confronting Park resources, as well as developing comprehensive long-range plans that deal with statewide recreational and cultural issues.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	314.5	340.8	336.3
Other Appropriated Funds	9,838.6	10,935.0	10,567.5
Other Non Appropriated Funds	6,353.2	8,696.3	8,641.3
Federal Funds	459.3	558.9	551.0
Program total	16,965.6	20,531.0	20,096.1
FTE Positions	277.8	276.8	276.8

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 \$32 million is available annually to Arizona's communities, resource managers and agencies to preserve and enhance Arizona's significant natural, open space, cultural and recreational resources. Programs include grant funds for Local and Regional Parks, Land and Water Conservation, Lake Improvements, Boating Law Enforcement and Safety, Trails, Off-Highway Vehicles, Historic Preservation and Open Space conservation. The External Affairs section develops and pursues legislation, provides policy analysis and research to support all programs, and coordinates marketing and public information for the Agency.

The Partnerships Division is served by seven standing advisory committees who work with staff and advise the Parks Board on a number of matters. Members to the Arizona Outdoor Recreation Coordinating Commission (AORCC), Conservation Acquisition Board, and Archaeology Advisory Commission are appointed by the Governor; the Arizona State Committee on Trails, Off-Highway Vehicle Advisory Group, and Historic Preservation Advisory Committee by the Arizona State Parks Board; and the Historic Sites Review Committee by the State Historic Preservation Officer. Staff coordinate with these advisory committees and other partners to plan, inventory, enhance, preserve, manage and interpret Arizona's significant natural, cultural and recreational resources for the education and enjoyment of the public.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	20,455.0	20,466.3	20,452.9
Other Appropriated Funds	1,220.3	1,092.7	1,092.7
Other Non Appropriated Funds	8,444.5	14,812.3	14,812.3
Federal Funds	1,831.4	3,152.0	3,098.2
Program total	31,951.2	39,523.3	39,456.1
FTE Positions	40.0	40.0	40.0

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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Trails grant projects funded as high priority	50	50	50	50
Percent of OHV grant projects funded as high priority	75	75	50	50

Goal 1 To consistently provide a safe, accessible, and enjoyable system of State Parks and natural areas for public use.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Annual park attendance (in thousands)	2,235.9	2286.3	2,500.0	2,600.0
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	465.3	11.26	7,000	7,000
Average cost per state park visitor (in dollars)	0.95	0.87	0.46	0.46
Ranger-led interpretive program participants (in thousands)	295	278	260	270

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)

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Percent of LRSP grant projects funded as high priority	71	71	75	75
Percent of SLIF grant projects funded as high priority	56	56	50	50
Percent of Historic Preservation grant projects funded as high priority	61	61	75	75
Percent of satisfactory compliance findings of grant audits	84	84	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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of SHPO paper records converted	41	41	65	70
Percent of pass-through funds obligated to CLGs	95	100	90	95

◆ **Goal 3** To increase awareness of, visitation to and support for Arizona State Parks.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Annual Park Attendance (in thousands)	2235.9	2286.3	2500.0	2600.0
Park Visitor Satisfaction rating	95	95	95	95
Historic Park Visitor Satisfaction rating	94	94	95	95

professional development and employee retention.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of employee turnover	9.70	15.5	15.00	15.00
Percent of park rangers trained - CPR	81	76	85	85
Percent of park rangers trained - First Aid	30	27	40	50
Percent of Officers meeting AZPOST training requirement.	30	33	40	50
Percent of park rangers trained - Wild Land Fire Fighting	20	26	30	35
Percent of park rangers trained - EMT	4	57	5	5
Percent of park rangers trained - Interpretation	n/a	65	65	70

◆ **Goal 3** To create a strategic alliance of Parks and Partnerships with Information Technology to increase efficiency.



PRA 3.0

Program Summary
ADMINISTRATION

Mark Siegwarth, Assistant Director
Phone: (602) 542-6920
A.R.S § 41-511 et. seq.

Mission:

To provide leadership, advice and guidance in managing the business, financial, technological and human resources of the agency.

Description:

Administration is accomplished through the Director's Office and the Administrative Services Division. The Director's Office manages the three programs of the agency, oversees implementation of the Strategic Plan and monitors progress toward meeting the Agency's goals. The Administrative Services Division provides support to all the activities, responsibilities and programs and assures that the Agency has the necessary authority, financial resources, human resources, management information and technical capability to accomplish their mission.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,513.3	1,640.5	1,591.3
Other Appropriated Funds	335.7	414.4	398.6
Other Non Appropriated Funds	1,944.5	2,642.2	2,642.2
Federal Funds	128.5	147.3	147.3
Program total	3,922.0	4,844.4	4,779.4
FTE Positions	44.5	44.5	44.5

◆ **Goal 1** To maximize agency resources and enhance information sharing.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of invoices paid within 30 days of receipt	98	98	96	96
Administration as a percentage of total cost	4.9	4.7	5.0	5.0

◆ **Goal 2** To create a positive learning environment that encourages

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 its statutory mandate to hear and review disciplinary appeals and whistleblower complaints filed by state employees, former state employees, and other individuals referenced in statute.

Description:

The Personnel Board is responsible for hearing and reviewing, via an administrative hearing process, appeals filed by state employees who have been dismissed from state service, suspended for more than 40 working hours, or demoted resulting from disciplinary action. The Board also hears and reviews complaints filed under the whistleblower statute. Under the direction of the presiding hearing officer, the proceedings are conducted on an informal basis through the taking of direct testimony, the cross examination of witnesses, and the admission of evidence. A record of the proceedings is taken and made available, upon request, to hearing officers, board members, and parties to the appeal. The hearing officer determines the facts based on the evidence presented and makes a recommendation regarding discipline to the Board. Board members are subsequently provided with case information so they may determine proper discipline.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	292.0	343.8	338.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	292.0	343.8	338.3
FTE Positions	3.0	3.0	3.0

Strategic Issues:

Issue 1 Continue to provide a fair, impartial, and expeditious hearing process

Fair and Impartial Hearing Process: Satisfaction survey results indicate stakeholders feel the Board does provide fair and impartial hearings. The Board will continue to include this as one of its strategic issues. It is important that hearings remain fair and impartial and that hearing officers display an unbiased position at all times. Expeditious Hearing Process: In FY2005, the average number of days from receipt of an appeal/complaint until the board issued a final order decreased by five days. The Board will continue to 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 update the website as necessary and seek improvement to provide additional information and materials. If necessary, the board will address any additional funding associated with this issue.

Issue 3 Research the possibility of replacing outdated tape recording equipment with digital recording equipment.

The board utilizes a four-track tape recording device to make a record of all administrative hearings. This equipment is outdated and extremely cumbersome for hearing officers to transport to hearings. The board will research the possibility of investing in a digital recording device. This new device will provide a record of hearings to parties via compact disk in lieu of cassette tapes. Funding for the purchase of such equipment will be addressed in future budget requests.

◆ **Goal 1** To provide state agencies and employees/citizens with a fair and efficient administrative hearing process.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Number of appeals/complaints filed	62	101	108	108
Hearing days	85	66.5	85	85
Average days from receipt of an appeal/complaint until the board issues a final order	113	108	105	105
Average cost of an appeal/complaint (dollars)	1,121	1,157	1,176	1,176

◆ **Goal 2** To ensure customer/client satisfaction with process.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of cases appealed to Superior Court	7	5	6	6
Number of cases remanded from court	0	0	0	0
Percent of customers rating overall hearing process as good to excellent	90	100	99	99
Percent of customers rating overall hearing process as "average"	0	0	1	1

◆ **Goal 3** To continuously implement changes that will increase effectiveness and internal capacity to deliver services.

◆ **Goal 4** To strengthen relationships with stakeholders (agencies and constituents).



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Agency Summary
BOARD OF PHARMACY

Hal Wand, Executive Director
Phone: (623) 463-2727
A.R.S. § 32-1902

Mission:

To protect the public health, safety, and welfare relevant to the dispensing, sale, storage, manufacturing, repackaging, and distribution of controlled substances; prescription and non-prescription medications; and poisons and related hazardous substances.

Description:

The Board is responsible for establishing and enforcing quality standards necessary for the licensure of pharmacists, pharmacy interns, and pharmacy technicians. They are also responsible for the issuing of permits to drug manufacturers, wholesalers, repackagers, pharmacies, and non-pharmacy retail outlets. The Board enforces and observes voluntary compliance with the established standards, both state and federal, through education of its licensees, permittees, and the public on the proper distribution and use of approved medications. The Board is also responsible for investigating and adjudicating complaints filed against one of its regulated entities.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,323.8	1,525.7	1,414.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,323.8	1,525.7	1,414.1
FTE Positions	17.0	17.0	17.0

Strategic Issues:

Issue 1 To implement a statewide Consumer Medication Education Program designed to inform consumers of the benefits and pitfalls of prescription and nonprescription drug use.

In 1995, a U.S. Dept of Health and Human Services study found that up to 66% of patients do not comply with the directions when taking prescription medications. Another study estimated that up to 35% of those using medications incorrectly are risking serious danger to their health. Newer studies show that consumers are still abusing prescription medication. The percentages have unfortunately gone up each year. The target audience of this educational program is consumers in general. The initial emphasis will be to reach senior residents through live or video presentations at various group gatherings. Other potential audiences include civic groups, service clubs, fraternal organizations, church groups and school groups, including PTA's.

Issue 2 Ensure that licenses are granted only to competent applicants with high standards of professional and ethical conduct.

Keep abreast of changes in the practice of pharmacy to ensure that potential or practicing pharmacists are exposed to training and education on a continuing basis that will provide the public with competent and ethical professionals.

Issue 3 Expedite licensing of qualified applicants.

To see that applications for licensure are processed efficiently and expeditiously as possible, ensuring that all requirements have been met. Examinations are given electronically which has improved a portion of the licensure proceedings. Further electronic endeavors to complete registration at the state level should improve the expeditious processing of qualified individuals.

Issue 4 Consumer complaints.

To rapidly investigate complaints and provide enforcement to protect the public from incompetent pharmacy services and unprofessional/unethical conduct.

Issue 5 Adequate compensation for our compliance staff.

State Board of Pharmacy employment compensation is notably sub-par particularly relating to the licensed pharmacist positions, when compared to either the Department of Corrections, Maricopa County or federal government positions. In comparison to private industry our salary levels are considerable below average (approximately 30%).

Issue 6 Establish uniform grounds and orders for disciplinary actions.

Adapting uniform disciplinary orders based on the level of non-compliance, will establish a level playing field for practitioners and assure the public that violations are adjudicated according to their level of severity without regard to the individual involved.

Issue 7 Maintain and upgrade essential software and hardware systems.

In an effort to avoid the stagnating effects of computer obsolescence, the Board plans on a continued aggressive policy of finding and using new and innovative methods to improve our performance in maintaining records for a variety of uses. Credential renewals, verifications, inspection data are a few of the areas where electronic information processing is very much in use.

Issue 8 Record keeping

Electronic storage of all our licensee and permits files. This will allow for the reduction of required space to house file cabinets currently storing the hard copy documents of these files and avoid loss of documents due to age or exposure to the elements.

◆ **Goal 1** To ensure that licenses are granted only to competent applicants with high standard of professional and ethical conduct.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Disciplinary actions/100 Registered Pharmacists (RPH)	0	31	1	1
Complaints per 100 practitioners	0	129	0.1	0.1
Continuing education seminars conducted for pharmacists	33	20	30	30
Pharmacies-Inspections	924	1,059	950	950
Manufacturer-Inspections	3	9	17	17
Wholesaler-Inspections	56	112	175	175
Total number of inspections conducted	1,810	2,811	3,347	3,347

◆ **Goal 2** To expedite licensing of qualified applicants.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average days from receipt to issuance of license	5	5	5	5
Average cost to client of application processed (dollars)	200	83.3	83.3	83.3
Total number licenses/renewals issued	14,618	23,891	24,000	24,000
Total number individuals or facilities licensed	18121	23,171	29,148	30,600

◆ **Goal 3** To investigate complaints and provide enforcement.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Disciplinary actions	24	31	25	25
Average days from receipt of complaint to resolution	100	90	90	90
Total number of complaints received	145	129	120	120
Total number of investigations conducted	88	192	100	100
Number of licenses revoked or suspended	0	10	1	1



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Agency Summary
 BOARD OF PHYSICAL THERAPY EXAMINERS
 Heidi Herbst Paakkonen, Executive Director
 Phone: (602) 542-8157
 A.R.S. § 32-2001

Mission:

To process applications for licensure as a physical therapist or certification as a physical therapist assistant and to enforce the statutory provisions of the Arizona Physical Therapy Practice Act for purposes of protecting the health, safety and well-being of the public from the incompetent, unethical and/or illegal practice of physical therapy.

Description:

The State Board of Physical Therapy licenses qualified physical therapists and certifies qualified physical therapist assistants, investigates and adjudicates complaints, assesses continuing competence, and enforces the standards of practice for the physical therapy profession. The Board serves approximately 3,000 professionals licensed and certified to practice in the State, in addition to all Arizona citizens who receive these professional services.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	262.3	277.2	268.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	262.3	277.2	268.4
FTE Positions	3.0	3.0	3.0

Strategic Issues:

Issue 1 *The Arizona Board of Physical Therapy will continue to revise its administrative rules in order to conform with statutory changes that became effective August 25, 2003.*

The Board has done a thorough review of the agency's administrative rules and has determined that they are in need of significant revisions. The majority of changes focus on the qualifications for licensure for foreign educated physical therapists, but numerous technical changes are necessary to provide better clarity. Additionally, the rules must address the new statutory requirement for applicants concerning the jurisprudence examination. The rules promulgation process is already underway for Articles 1 and 2 of the rules, with changes to Articles 3 and 4 to follow later in 2006.

Issue 2 *The Board has identified the need to allocate resources toward development of a jurisprudence examination that will assess applicants' understanding of Arizona law with respect to the practice of physical therapy.*

Effective September 2003, the Arizona Board of Physical Therapy has statutory authority to administer a jurisprudence examination, but needs to develop an examination that is psychometrically defensible, and that can be offered to applicants for physical therapist licensure and physical therapist assistant certification at a distance. The examination will test applicants' knowledge of the physical therapy laws and statutes under which they will practice or work if granted licensure or certification. The estimated cost of the development of the examination is \$5,000.

Issue 3 *The Arizona Board of Physical Therapy must continue implementing its Continuing Competence (Education) auditing requirements.*

New statutory requirements mandate the agency develop and implement a program assessing the continued competence of physical therapist licensees. While funding was appropriated for the hiring of a consultant to assist in the development and implementation of the program, consideration was not given to future years in terms of funding for on-going and related expenses associated with the audit function itself. Rule revisions in 2005-2006 may require additional resources be obligated to this effort to fulfill the Board's statutory requirements with respect to assessing and

auditing the continuing competence of licensees and certificate holders.

Issue 4 *The Arizona Board of Physical Therapy has established a goal of offering to its licensees and certificate holders the option to renew licensure and certification using the Internet.*

Renewal of physical therapist licensure and physical therapist certification via electronic means is becoming increasingly available in other states. The Board would like to make that option available to its licensees and certificate holders with the next renewal period (July-August of 2006). The agency is currently exploring option for development of the interface with the Arizona Government Information Technology Agency (GITA). GITA can currently develop the IT tools for the interface at no cost to the Arizona Board of Physical Therapy, although the agency may incur some expenses relating to on-going operating costs in the future.

◆ **Goal 1** To efficiently process the licensure and certification applications of qualified and competent Physical Therapists and Physical Therapist Assistants within the Board's statutory and rule time frame requirements.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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	95	95
Explanation: Agency complies with A.A.C. R4-24-209, Time Frames for applications.				
Number of new licenses or certificates issued	375	402	350	340
Average time, in calendar days, between receipt of completed application to issuance or denial of licensure or certification	18	16.5	15	15
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	0	0	1	1
Explanation: Agency tracks and reports number of applications denied.				
Number of licenses/certificates renewed	n/a	3,078	n/a	2,700
Explanation: FY 2005 estimate reflects renewals processed from July 1 through August 31, which represents the majority of renewals.				
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.				
Percent of contacts and requests returned and responded to within 10 days	100	100	100	100
Explanation: Board staff logs and dates telephone and e-mail inquiries and records date of response.				

◆ **Goal 2** To timely investigate and adjudicate complaints, and to provide enforcement of the law, Board actions and Board orders in an effort to protect the public from incompetent services and unprofessional and unethical conduct.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of complaints over which the Board has jurisdiction investigated	100	100	100	100
Percent of unlawful practice investigations over which the Board has jurisdiction investigated	100	100	100	100
Percent of investigated complaints placed on Board's agenda for consideration within a 90 day time frame	45	38	50	50
Total number of complaints received	25	24	30	30
Total number of disciplinary actions issued	7	10	8	8
Average number of days to adjudicate complaints received in a given fiscal year	168	131	150	150
Number of licenses suspended/revoked/voluntarily revoked	1	1	1	2
Total number of unlawful practice investigations received by the Board for investigation	8	13	5	5

◆ **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.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of requests for license verifications processed 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	710	755	700	700
Explanation: Board staff tracks and reports the number of requests received.				
Percent of responses to requests for information and regulation processed and delivered within defined time frame	100	100	100	100
Explanation: Agency tracks and reports the number of public records requests filed.				
Number of written requests for public records received	88	116	80	80
Explanation: Agency tracks and reports the number of public records requests filed.				
Average number of days to process written requests for public records	5.33	6.25	5	5
Explanation: Agency tracks and reports the number of days required to process requests for copies of the public record.				

◆ **Goal 4** To assess the continuing competence (continuing education) of licensees selected through random audit.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of audits of licensed physical therapists in compliance with continuing competence requirements	n/a	12.4	n/a	10
Percent of licensees/certificate holders whose continuing competence records were successfully audited by the Board for compliance	n/a	12.4	n/a	10
Explanation: Agency tracks and reports the percentage of licensee audits performed and reviewed by the Board.				
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PIA 0.0

Agency Summary
ARIZONA PIONEERS' HOME

Gary Olson, Superintendent
Phone: (928) 445-2181
A.R.S. § 41-921



Mission:

To provide a home and long-term health care for long-time Arizona residents and disabled miners.

Description:

The Arizona Pioneers' Home, which opened for residents in 1911, is presently the home for 128 Arizona pioneers and disabled miners. The employees provide direct nursing care and support to the residents and strive to meet state and federal nursing home standards. The Home is inspected each year by the Arizona Department of Health Service's Nursing Home Surveyors. The Pioneers' Home facility is also on the National Register of Historic Places.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,057.5	0.0	0.0
Other Appropriated Funds	3,196.5	5,869.1	5,691.3
Other Non Appropriated Funds	49.4	15.0	15.0
Federal Funds	0.0	0.0	0.0
Program total	5,303.4	5,884.1	5,706.3
FTE Positions	115.8	115.8	115.8

Strategic Issues:

Issue 1 Provide services to Arizona Pioneers

In FY 2005 we would like to increase the census to the maximum capacity of 156 residents

◆ **Goal 1** To provide resident care that meets the highest standards and state requirements set for long-term care facilities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average census	109	121	156	156
Number of citations from inspections	0	3	0	0
Monthly cost per resident (in dollars)	3,615	3,622	3,379	3,379
Percent of deficiencies will be resolved in 30 days	100	100	100	100
Residents rating of good or excellent (percent)	98	98	98	98

◆ **Goal 2** To maintain the optimum balance of pioneers and disabled miners.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average number of disabled miners in resident at all times	16	25	25	25

◆ **Goal 3** To maintain the historic site and grounds while providing acceptable levels of care.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Building renewal projects completed	1	1	1	1
Submit and perform building maintenance and renewal projects to the Department of Administration annually	1	1	1	1

◆ **Goal 4** To survey residents annually to determine quality of service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Residents rate service	98	98	98	98

POA 0.0	Agency Summary
	BOARD OF PODIATRY EXAMINERS
	Linda A. Wells, Executive Director
	Phone: (602) 542-3095
	A.R.S. § 32-801

Average number of days from receipt of complaint to resolution	63	80	70	70
Disciplinary actions taken	0	3	3	3
Letters of Concern Issued	3	4	3	3

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Mission:

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

Description:

The Board licenses and regulates Doctors of Podiatric medicine, which specialize in the diagnosis and treatment of the foot, ankle, and lower leg. The Board evaluates the professional competency of podiatrists seeking to be licensed in the State of Arizona. Further, the Board promotes continued competency and fitness by investigating complaints made against practitioners, holding hearings, monitoring the activities of its licensees, and enforcing the standards of practice for the podiatric profession as set forth by law.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	93.9	114.8	110.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	93.9	114.8	110.9
FTE Positions	1.0	1.0	1.0

Strategic Issues:

Issue 1 *To continually improve computer technology in an effort to enhance service to licensees and consumers. Thereby increasing the licensee base in the future, which would impact revenue receipts.*

The Board licenses and regulates doctors of podiatric medicine. The Board evaluates the professional competency of podiatrists seeking to be licensed in the state of Arizona and promotes continued competency and fitness by investigating complaints. In addition, the Board holds hearings, monitors activities, and enforces the standards of practice for the podiatric profession.

◆ **Goal 1** To ensure that licenses and renewals are issued in a timely manner to competent physicians with high standards of professional and ethical conduct.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Applications received	33	42	70	72
New licenses issued	17	24	58	60
Average number of days from receipt of application to grant of license	125	117	120	120
Drug dispensing registrations received	185	194	200	211
Number of drug dispensing registrations issued	185	194	200	211
Number of licensees	335	340	350	365

◆ **Goal 2** To investigate complaints and enforce standards of practice in a timely manner in order to protect the public from incompetent services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of complaints received	21	25	25	26
Number of investigations concluded	19	20	25	26

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 is comprised of 16 Commissioners representing all sectors of postsecondary education including public universities, private colleges, proprietary degree-granting institutions, independent colleges, career schools, and public community colleges. In addition, K-12, charter schools, and the general public are represented. The Commission provides a forum for all sectors of higher education to dialogue, partner, and problem solve issues of mutual interest. Administrative responsibilities of the ACPE include the Arizona Family College Savings Program, Leveraging Educational Assistance Partnership, Private Postsecondary Student Financial Assistance Program PFAP, and grant repayment programs. In addition, the Commission provides information to students and families to plan for, transition into, and succeed in postsecondary education through a variety of educational programs and publications.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,391.3	1,391.7	1,391.7
Other Appropriated Funds	2,125.1	2,878.1	2,878.1
Other Non Appropriated Funds	122.1	170.9	170.9
Federal Funds	0.0	0.0	0.0
Program total	3,638.5	4,440.7	4,440.7
FTE Positions	4.5	5.5	5.5

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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of LEAP student awardees	4,174	3,861	4,000	4,000
Number of Postsecondary Education Financial Assistance Program student awards	127	114	125	125
Percent of good or excellent service via evaluation surveys	95	94	95	95
Number of Arizona Education Loan Program student borrowers	73,000	n/a	73,000	73,000
Explanation: The FY 2004 actual represents loans issued by the AZ State guarantor in their 2004 annual report and omits direct federal loans secured by individual institutions.				
Number of Arizona Family College Savings Program accounts	41,000	42,767	55,000	65,000

◆ **Goal 2** To educate and outreach to families providing information about postsecondary and financial assistance options.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Arizona College & Career Guides distributed	10,000	10,000	15,000	15,000
Number of Arizona College & Career Guide (ACCG) on-line hits	10,000	10,000	10,000	10,000
Attendees at College Bowl Sunday	2,830	3,262	3,000	3,200
Think College and Parent materials distributed (Spanish)	3,676*	6,810	3,000	3,000
Think College and Parent materials distributed (English)	6,682*	11,201	5,000	5,000
Explanation: *Reduced distribution is due to lack of funding for mail distribution.				

◆ **Goal 3** To provide a forum to public/private education sectors for discussion of issues of mutual interest and concern.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of statewide committees or task forces collaboratively seeking solutions to issues in postsecondary education	2	4	2	2
Numbers of research studies published to examine issues of postsecondary access and success	1	2	2	2



PAA 0.0

Agency Summary
POWER AUTHORITY

Joseph W. Mulholland, Executive Director
Phone: (602) 542-4263
A.R.S. § 30-101 et seq

Mission:

To be an active leader in managing electric resources in a safe and environmentally prudent manner and to provide active representation on behalf of the State of Arizona at federal, state, and local forums on issues that impact the public power community as a whole and issues that specifically involve Arizona and the Authority's power resources.

Description:

The Arizona Power Authority (APA) manages Arizona's allocation of hydroelectric power from the Hoover Dam for the overall benefit of the State. The APA cooperates with federal, state, and non-governmental agencies to address regulatory, environmental, and other matters that impact electric power and water uses of the Colorado river. In addition, the APA serves as an information resource for its customers on topics that impact their electric resources and the utilization of these resources. The Authority may also pursue generation and/or transmission projects that are within the APA's legislative mandate and are in the best interest of the State of Arizona.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	32,676.5	34,123.2	34,282.6
Federal Funds	0.0	0.0	0.0
Program total	32,676.5	34,123.2	34,282.6
FTE Positions	10.0	10.0	10.0

Strategic Issues:

Issue 1 *Maintain or reduce costs of generation and transmission resources.*

Continue to pursue ways to control and reduce costs at Hoover Dam and on the transmission system used for delivery of Hoover power.

Issue 2 *Meet the additional work load created by deregulation of the electric utility industry.*

Deregulation of the electric utility industry at the wholesale level is being considered by the Federal Energy Regulatory Commission (FERC) and the utilities they regulate. Although the Authority is not subjected to FERC jurisdiction, many organizations with which we deal are affected by the FERC orders. Consequently, the Authority must prepare for active participation in the deregulated markets.

Issue 3 *Train staff to provide additional or more efficient service to customers.*

Continue to actively support customers and to enhance their ability to compete in deregulated energy markets. Employ computer models to study pooling and aggregation of customer needs and resources, as the deregulated industry will require greater Authority/customer interaction in this regard.

Issue 4 *Fulfilling statutory and contractual obligations in a restructured industry.*

APA must ensure that state and federal legislative and regulatory changes allow it to continue to fulfill its obligations. APA must be able to adjust its procedures and processes to ensure continued effective use of its resources.

◆ **Goal 1** To analyze cost of service studies and other factors affecting the cost of power from Hoover Dam, in an effort to keep future power costs to a minimum.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Hoover annual revenue requirements (in	49,191.3	54,217.6	57,465.0	62,177.4

thousands)

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Cost of Intertie Transmission (\$/kW-year)	12.00	12.27	12.00	12.00
Cost of Parker-Davis Transmission (\$/kW-year)	12.96	13.05	12.96	12.96

◆ **Goal 3** To ensure the Power Authority and its customers are not adversely affected by and have the opportunity to compete following electric industry deregulation.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customers purchasing power from Arizona Power Authority	31	31	31	31

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Agency Summary
PRESCOTT HISTORICAL SOCIETY

Richard S. Sims, Director
Phone: (928) 445-3122
A.R.S. § 41- 831

Mission:

To research, preserve, and interpret the prehistory, history, and natural history of Arizona, with an emphasis on the central mountain region.

Description:

The Prescott Historical Society operates the Sharlot Hall Museum, which was founded in 1928 and is located on the grounds of the first territorial capitol building. The 3.5 acre landscaped campus includes seven restored historic structures, featuring the territorial Governor's Mansion (1864) and the Victorian-era Bashford House (1878). A modern Museum Center (1978) hosts changing exhibits, a large Archives Library, and collections totaling over 100,000 artifacts and documents. Public programs include the Cowboy Poets Gathering, Folk Arts Fair, Prescott Indian Art Market, Prescott Book Festival, Folk Music Festival, historical reenactments in an outdoor amphitheater, heritage gardens, and education outreach opportunities for children and adults.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	628.9	664.2	639.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	814.4	920.8	845.7
Federal Funds	0.0	0.0	0.0
Program total	1,443.3	1,585.0	1,484.8
FTE Positions	21.0	21.0	21.0

Strategic Issues:

Issue 1 Short-term: Understaffed

To increase state staff by two FTE with the addition of building technicians in FY 2004. The Prescott Historical Society/ Sharlot Hall Museum has acquired new property that will transform from rental space to museum space, and small staff already challenged to keep up with existing buildings (14) and grounds (3 acres). A request for additional staff will appear in the next budget request. Other staff additions include the rehiring of a groundskeeper and custodian.

Issue 2 Long-term: Cramped facilities

To increase museum spaces by remodeling and utilizing property purchased with state capital appropriations and nonprofit private funds in 2003 and 2004. These additional areas allow the ability for the first facility expansion program since 1978.

◆ **Goal 1** To increase the service of the Sharlot Hall Museum to the community, the state, and the Southwest.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of people served (includes museum, festival, and theatre attendees; website users; and researchers)	68,913	69,342	75,000	80,000
Percent of museum clients pleased with service	97	97	97	99
Number of volunteer hours	19,403	25,000	26,000	29,000
Number of museum researchers	3,478	3,500	3,500	4,500

◆ **Goal 2** To create innovative educational partnerships within the Museum's mission area.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Partnerships with other institutions	12	15	16	17

Percent of FTE dedicated to maintaining partnerships	.40	.50	.40	.40
Revenues gained (dollars) through new partnerships	N/R	N/R	N/R	N/R

◆ **Goal 3** To increase the private, non-state funds through entrepreneurial activities, via the nonprofit organization, such as grant writing, annual giving, membership dues, retail sales, special fees, and new programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Increased private resources (dollars). (Includes Capital Campaign restricted for Expansion)	650,851	906,321	900,000	900,000
Number of museum programs resulting from additional revenues	15	16	17	18

◆ **Goal 4** To undergo phased facility expansion, bringing needed square footage for public and non-public uses.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Capital campaign dollars raised to build new square footage (in thousands)	52.5	200.0	300.0	300.0
Increase in number of dues-paying members	769	1,000	1,100	1,200
Work with architect to master plan an additional 40,000 square feet (performance data in square feet)	0	0	60,000	30,000



PVA 0.0
Agency Summary
 STATE BOARD FOR PRIVATE POST-SECONDARY EDUCATION
 Teri Candelaria, Executive Director
 Phone: (602) 542-2399
 A.R.S. § 32-3001 et seq.

PVA 1.0
Program Summary
 LICENSING AND REGULATION
 Teri Candelaria, Executive Director
 Phone: (602) 542-5709
 A.R.S. § 32-3001 to 32-3058

Mission:

To protect the health, safety, and welfare of Arizona citizens by regulating private postsecondary educational institutions and providing services to their students.

Description:

The Board licenses and regulates approximately 161 private postsecondary educational institutions, serving approximately 200,000 students annually. The Board acts on license applications, determines compliance, investigates complaints and violations, and takes disciplinary action. The Board also administers the Student Tuition Recovery Fund, which provides financial restitution to students injured by private postsecondary institutional closures and provides students access to their educational records.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ LICENSING AND REGULATION	246.0	290.4	289.5
➤ STUDENT TUITION RECOVERY FUND	235.3	118.7	122.5
Agency Total	481.3	409.1	412.0

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	246.0	290.4	289.5
Other Non Appropriated Funds	235.3	118.7	122.5
Federal Funds	0.0	0.0	0.0
Program total	481.3	409.1	412.0
FTE Positions	4.0	4.6	4.6

Strategic Issues:

Issue 1 *Maintain effective and efficient regulation for a continued increase in the licensee base*

The number of institutions are expected to continue to increase as a result of other governmental agencies requiring businesses offering training to be licensed by this Board. There has also been an increase in the number of institutions offering specialized training as the demand for education grows.

Issue 2 *Regulation of web based programs.*

Online learning programs continue to expand in all sectors of education. Industry trends indicate that the number of institutions and students will continue to increase as a result of online access to education.

Mission:

To protect the health, safety and welfare of Arizona citizens by regulating private postsecondary educational institutions and providing services to their students.

Description:

The Board licenses and regulates approximately 161 private postsecondary educational institutions, serving approximately 200,000 students annually. The Board acts on license applications, determines compliance, investigates complaints and violations, and takes disciplinary action.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	246.0	290.4	289.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	246.0	290.4	289.5
FTE Positions	3.4	4.0	4.0

◆ **Goal 1** To ensure legal operations, ethical practices, and quality education in the private postsecondary sector.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Total number of institutions licensed	164	161	165	167
Number of adverse actions taken	41	58	55	55
Number of annual inspections conducted	39	32	45	45
Number of students enrolled	198,800	200,000	210,000	220,000
Number of licenses denied	2	1	1	1
Total Number of Licenses Issued	333	298	320	325

◆ **Goal 2** To timely investigate student/consumer complaints and adjudicate the complaints to protect the public.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of annual student complaints investigated	38	18	20	25
Number of student complaints resolved/dismissed	34	16	10	15
Number of student complaints resulting in disciplinary action	4	2	5	5
Number of non-student complaints investigated	27	18	35	35
Number of consumer complaints resolved	22	9	20	20
Number of consumer complaints resulting in disciplinary action	5	9	15	15
Number of written inquiries	37	68	100	120

◆ **Goal 3** To efficiently and effectively administer the licensing and regulation program of the Board.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Customer Satisfaction Survey (scale of 1-8)	7.80	7.8	7.80	7.80

Administration as a percentage of total cost 8.0 8.3 8.3 8.3

PVA 2.0 **Program Summary**
 STUDENT TUITION RECOVERY FUND
 Teri Candelaria, Executive Director
 Phone: (602) 542-5709
 A.R.S. § 32-3071 to 32-3077

Mission:

To protect the health, safety and welfare of Arizona citizens by regulating private postsecondary educational institutions and providing services to their students.

Description:

The Board administers the Student Tuition Recovery Fund, which provides financial restitution to students injured by private postsecondary institutional closures and provides students access to their educational records.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	235.3	118.7	122.5
Federal Funds	0.0	0.0	0.0
Program total	235.3	118.7	122.5
FTE Positions	0.6	0.6	0.6

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of claims filed	5	0	10	10
Number of claims rejected	0	0	0	0
Number of claims paid/settled/closed	0	31	10	10
Number of claims pending	31	0	0	0
Average number of calendar days to pay claims	720	n/a	90	90

◆ **Goal 2** To collect or secure monies sufficient to provide for student financial restitution.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of institutions billed	172	18	20	20
Amount of assessments collected (in thousands)	253	5.1	20	20
Amount available to students (in thousands)	674	456.7	547.3	500.3

◆ **Goal 3** To provide students access to their educational records in a timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of student record requests processed	1,325	1,442	1,600	1,700
Average number of days to process requests	10	10	10	10



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Agency Summary

BOARD OF PSYCHOLOGIST EXAMINERS

Maxine McCarthy, Executive Director
 Phone: (602) 542-8162
 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 examines and licenses professionals to practice in the field of psychology. The Board accepts complaints against licensees, investigates allegations, and administratively adjudicates complaints. The Board serves professionals licensed to practice in the State, as well as all Arizona citizens who receive these professional services.

(Thousands)

Funding and FTE Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	265.4	356.3	351.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	265.4	356.3	351.7
FTE Positions	4.0	4.0	4.0

Strategic Issues:

Issue 1 Legislation in 2006

The Board has considered a number of possible revisions to its statutes and intends to seek legislative changes in 2006. This would mean that the Board will need to hold stakeholders' meetings and hire a lobbyist to run the legislation.

◆ **Goal 1** To protect the public from incompetent practitioners by efficiently processing the license applications of psychologists to determine if the Board's statutory and rule requirements have been met.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Applications received	78	103	81	81
New licenses issued	58	75	66	66
Number of licensees (active/inactive)	1,692	1,682	1,750	1,740
Average days to process an application for licensure (from receipt of application to issuance)	40	37	36	36

◆ **Goal 2** To protect the public from incompetent services and unprofessional and unethical conduct timely by investigating and adjudicating complaints against psychologists.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of complaints received about licensees	56	47	60	60
Complaints resolved	43	63	58	58
Average calendar days to resolve a complaint	92	103	92	92

◆ **Goal 3** To protect the public through the auditing of continuing education credits to ensure the licensees are kept apprised of current standards of practice.

◆ **Goal 4** To encourage public input regarding the Board's performance by utilizing customer surveys.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer satisfaction rating (scale 1-8)	7.40	7.00	7.50	7.50

◆ **Goal 5** To measure the Board's administrative costs as a percentage of its total budget.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Administration as a % of total cost	6	6	5.6	5.6



PSA 0.0

Agency Summary
DEPARTMENT OF PUBLIC SAFETY

Roger Vanderpool, Director
Phone: (602) 223-2359
A.R.S. § 41-1711-A.R.S 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 motor vehicle traffic, narcotics, organized crime/racketeering, and specific regulatory functions. Operational and technical assistance is provided to local and state government agencies and other components of the criminal justice community. Services include scientific analysis, aircraft support, emergency first care, criminal information systems, and statewide communications. The Department also promotes and enhances the quality of public safety through cooperative enforcement operations and by increasing public awareness of criminal activities.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ AGENCY SUPPORT	31,500.0	34,373.7	35,062.5
➤ HIGHWAY PATROL	82,685.3	101,582.6	110,005.9
➤ CRIMINAL INVESTIGATIONS	39,168.4	47,208.8	49,724.8
➤ CRIMINAL JUSTICE SUPPORT	54,557.1	57,513.9	61,337.3
➤ GOVERNOR'S OFFICE OF HIGHWAY SAFETY	6,496.4	9,991.8	3,094.9
➤ ARIZONA PEACE OFFICER STANDARDS AND TRAINING	7,125.2	7,912.7	7,813.7
➤ FINGERPRINT BOARD	278.5	291.6	291.6
➤ PUBLIC SAFETY COMMUNICATIONS COMMISSION	518.0	1,258.1	1,258.1
Agency Total	222,328.9	260,133.2	268,588.8

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	27,347.4	44,582.1	55,089.5
Other Appropriated Funds	131,328.6	139,022.5	150,449.0
Other Non Appropriated Funds	35,215.2	45,392.2	38,870.6
Federal Funds	28,437.7	31,136.4	24,179.7
Program total	222,328.9	260,133.2	268,588.8
FTE Positions	2,145.3	2,217.1	2,252.1

Strategic Issues:

Issue 1 *Bring employee salaries to the level of our competitors in order to recruit and retain high quality personnel.*

With significant competition from other employers, the ability to attract and retain top quality employees is a major challenge.

The competition for recruits among law enforcement agencies is particularly fierce. Qualified applicants must be continually sought to meet the Department's increasing responsibilities in enforcing traffic laws on more than 6,000 miles of

highways as well as mounting effective counterterrorism, cyber crime investigation, and drug enforcement operations. In addition, qualified applicants will be critical to address the projected loss of approximately 10% of current officers under a public safety retirement incentive program

In recent years, the gap between a DPS officer's pay and that at other state law enforcement agencies has widened and is no longer competitive. Currently, overall DPS officer pay is lower than that offered by 20 other Arizona law enforcement agencies and must be increased to attract and retain candidates of the highest quality.

Issue 2 *Increase staffing to keep pace with growing service demands created by Arizona's continuing population explosion, freeway expansion, and crime trends.*

With Arizona's population at over 5 million and growing rapidly, many DPS functions, which serve the state, remain seriously understaffed. More patrol officers are needed to match increased traffic volume particularly in central Arizona where urban freeways are being added to the east, south and west portions of the Phoenix metropolitan area. Challenges arising from immigration related issues, smuggling, and auto theft are placing an increasing burden on both uniformed officers and investigators. More detectives are needed to fill the gaps in violent crime, narcotics, and white-collar crime enforcement created when the FBI redirected its resources to counterterrorism. A proportionate increase in support positions must follow to keep department operations functioning effectively. In addition, other agency functions serving the public, such as, the Sex Offender Community Notification Program and the DPS Crime Laboratories have workloads exceeding staff capacity.

The labs' forensic services impact every law enforcement and prosecutorial agency in the state. Calls for expert assistance at crime scenes and in dismantling hazardous methamphetamine labs are growing. Upcoming changes to the rules of criminal procedure will fast track legal discovery. Penalties for noncompliance include dismissal of charges and the potential to release criminals back to the streets if scientific reports are not completed on time. In addition, the public and the courts are demanding state-of-the-art analysis as they recognize the vast potential for forensic science to identify criminals and exonerate the wrongfully accused. These legislatively mandated services all have a high liability associated with work products intended to protect the public, and adequate staffing is critical to meet public demands for service.

Issue 3 *Reduce Arizona's vulnerability to terrorism by acquiring additional resources for necessary preventive and protective action.*

In the aftermath of September 11, 2001, citizens looked to law enforcement to take swift action to protect America from further acts of catastrophic terrorism. In response, the DPS took decisive steps and assumed a leadership role in Arizona's homeland defense. DPS detectives were pulled off regular assignments to staff Emergency Operations and Domestic Preparedness Command Centers. DPS strengthened operations to collect, analyze, and disseminate timely counterintelligence information, investigate terrorist-related incidents, provide a first response and specialized support capability, assess critical infrastructure vulnerabilities, and maintain a close liaison with other federal and state homeland defense agencies. This evolved into the Arizona Counter-Terrorism Intelligence Center (ACTIC), which assists in the coordination of intelligence efforts among local, state, and federal law enforcement agencies and provides real-time information to the responding and investigating agencies.

In addition to investigations and intelligence efforts, uniformed patrol officers, working to stop terrorists, became even more cognizant of suspicious activities while serving in anti-terrorism assignments around dams, airports, and nuclear facilities. These new counterterrorism mandates are a major draw on department resources and have exacerbated already serious personnel and equipment shortages. Added personnel and resources for training, equipment, communications, information management, and emergency response planning are needed to support DPS operations to protect Arizona from the threat of terrorism.

Issue 4 *Modernize obsolete radio, voice, and data communications systems serving public safety agencies throughout Arizona.*

Changing technologies, federal regulations, and issues of coverage and interoperability are making DPS' communication systems obsolete. The terrorist attacks of September 11 dramatically reinforced the critical need for a statewide interoperable public safety radio system, which allows multiple law enforcement agencies and other emergency first responders to communicate directly with each other. Also crucial is the need for a statewide digital microwave system to provide

coverage to all areas of the state. Moreover, DPS needs to expand its Mobile Data Computer (MDC) system outside the Phoenix/Tucson corridor. Expansion will allow more officers to link to the state and national crime information systems and access information on wanted persons, stolen vehicles, and MVD license checks from their patrol cars.

Issue 5 *Upgrade automated networks which enable the real time exchange of vital criminal information and establish an information technology architecture that allows integration of existing and new applications over various computing platforms.*

The Department operates the Arizona Criminal Justice Information System which links crime information centers in Arizona to other states and the national system operated by the FBI. In recent years, the FBI implemented technological upgrades to enhance the exchange of criminal information and improve criminal record processing. DPS has been replacing outdated technology used on the state network to enable Arizona agencies to take advantage of the federal enhancements, which extend modern crime fighting tools to officers in the field. The DPS is also attempting to provide technology and information systems support for the Arizona Criminal Information System (ACIS), which will enhance intelligence gathering capabilities and provide a national network.

Many of DPS' information systems consist of mainframe-based technology. These must be upgraded to be consistent with new technology using database management, browsers, and Internet, Intranet, and Extranet solutions for performing processes. The need for improvements, which support comprehensive records management, 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.

Issue 6 *Obtain additional funding for equipment replacement and capital facilities.*

The Department's mission is heavily dependent on equipment (e.g. vehicles, communications equipment, scientific analysis equipment, computers, aircraft, and other specialized equipment). Additionally, as a statewide agency, DPS has significant capital facility needs to maintain and improve a network of district/area offices and remote housing. Both require additional funding to ensure that DPS has up-to-date equipment and facilities.

PSA 1.0	Program Summary
	AGENCY SUPPORT
	Pennie Gillette-Stroud, Division Chief
	Phone: (602) 223-2537
	A.R.S. § 41-1713, 41-1749

Mission:

To provide critical assistance to the Arizona Department of Public Safety through logistical and administrative services.

Description:

Agency Support focuses on maintaining and supporting current department operations by providing crime victim services, basic and continuing training, management services promoting efficiency of government, proactive media relations, contemporary research and planning, legal services, investigation of employee misconduct, internal and external management audits, coordination of financial and human resource services, cost-effective and innovative facilities management, and logistical support.

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	5,771.5	7,343.8	8,129.0
Other Appropriated Funds	16,357.8	16,030.1	19,175.1
Other Non Appropriated Funds	2,481.0	2,676.3	2,512.6
Federal Funds	6,889.7	8,323.5	5,245.8
Program total	<u>31,500.0</u>	<u>34,373.7</u>	<u>35,062.5</u>
FTE Positions	<u>203.8</u>	<u>214.8</u>	<u>219.8</u>

◆ **Goal 1** To improve customer service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent customers satisfied/very satisfied with division services	85	96	TBD	TBD
Explanation: In FY06 develop a consistent measure of customer satisfaction and collect baseline for a division standard.				
Support staffing formulas developed (minimum 1 per bureau)	6	4	5	5
Additional agency support positions needed due to increases in sworn officers, public service requests, assigned duties, and legislative mandates.	10	9	TBD	TBD
Additional support positions funded	0	2	TBD	TBD
Explanation: Both positions temporary, grant funded, in department records.				
Number of ASD customer issues requiring action or activity to resolve.	113	183	120	120
Percent of ASD customer issues researched and resolved	100	89.4	100	100

◆ **Goal 2** To attract, train, and retain high quality employees.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of employees terminating employment (excludes non- Department of Public Safety task force members and retirements)	4.30	3.5	5.00	5.00
Average DPS civilian salary as percent of market	90	88.1	87	84
Average DPS sworn officer salary as percent of market	82.2	92.5	89	89.5
Percent of DPS employees in protected classes	16.9	17.6	20	20
Percent of protected class employees terminating employment	2.6	17.5	6.8	6.8
Percent of recruitment events directed towards protected classes	50	54.7	50	50
Percent of DPS cadet officers graduating from the academy	81.1	64	80	80
Percent of Agency Support Division employees attending 8 hours of skill/professional development training yearly	96.5	77.1	100	100

◆ **Goal 3** To effectively and efficiently administer lost prevention and risk reductions services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of DPS employees trained on applicable safety programs.	0	TBD	TBD	TBD
Number of worker' compensation claims reported to safety and loss	332	293	320	320
Percent of workers' compensation claims reported within 48 hours	100	100	100	100
Total work hours lost due to industrial injury	n/a	22,280	TBD	TBD
Total reported industrial injuries	226	293	TBD	TBD
Total injuries requiring medical attention	n/a	163	TBD	TBD
Number of vehicle claims reported to safety and loss	420	500	430	430
Percent of reported vehicle claims filed with Risk Management within 90 days	100	100	100	100

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Number of glass claims processed within 90 days	598	675	600	600
Percent of glass claims processed within 90 days	100	100	100	100
Number of property claims received	27	56	35	35
Percent of property claims files with Risk Management within 90 days	100	100	100	100
Safety inspections conducted by the Safety Officer	121	74	80	80
Number of loss prevention committee meetings held	3	5	4	4
Number of employee injuries requiring follow-up investigations by safety officer	97	25	50	50
Percent of employee injury, safety or health hazards investigated	100	100	100	100
Percentage of employee injury and department loss prevention recommendations implemented	n/a	n/a	50	TBD

Explanation: New performance measurement for FY06; will be based on loss prevention committee recommendations

Number of new facility security measures implemented	56	44	56	56
Number of health/wellness events held statewide	56	159	60	60
Percent of sworn employees participating in annual fitness assessment	35	91	100	100

◆ **Goal 4** To improve employee effectiveness and resource utilization.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Agency indirect cost rate to deliver services (percent)	15.01	14.51	TBD	TBD
Costs avoided through efficiency measures implemented for custodial and landscape services (dollar value)	130,080	106,596	125,000	125,000
Costs avoided through efficiency measures implemented by logistics (dollar value)	341,854	156,776	150,000	150,000

Explanation: Beginning FY05, method of evaluating cost savings was modified

Work-hours saved through efficiency measures implemented by logistics	3,220	5893	3,250	3,250
Automated systems updated or replaced	14	15	5	5
Manual systems automated	8	6	5	5
Number of forms converted to document imaging	75	0	50	50
Dollar value of federal grant awards received (in millions)	22.8	28.6	20.2	20.2
Dollar value of Building Renewal funds received (in thousands)	147.6	102.5	150	150
Efficiency review ideas received & researched	27	35	25	25
Efficiency review ideas considered for implementation	20	19	20	20
Install mobile video units in patrol cars.	n/a	DNA	50	50

Explanation: Provision of the Racial Profiling Settlement Agreement

Percent of Highway Patrol and K-9 officers attending NHTSA professional traffic stop training course.	n/a	DNA	100	n/a
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Explanation: Provision of the Racial Profiling Settlement Agreement

Percent of data analysis plan completed and implemented.	n/a	DNA	100	n/a
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Explanation: Provision of Racial Profiling Settlement Agreement-task involves RFP for data analysis services, contractor to formulate plan, and analysis of 12 months data

Percent of electronic data retained	n/a	DNA	100	100
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Explanation: Provision of Racial Profiling Settlement Agreement

PSA 2.0

Program Summary
HIGHWAY PATROL

Jack Lane, Division Chief
Phone: (602) 223-2348
A.R.S. § 41-1711 et. seq.

Mission:

To ensure the safe and expeditious use of the highway transportation system for the public and to provide assistance to local and county law enforcement agencies. The Highway Patrol Division additionally provides services and enforcement in commercial motor vehicle, tow truck, school bus enforcement, and safety programs and is responsible for the air rescue and aviation services for the Arizona Department of Public Safety

Description:

The Highway Patrol program is comprised of Patrol, Commercial Vehicle Enforcement, and the Aviation subprograms. Patrol is aligned into three geographic regions: the Northern, Central, and Southern Bureaus. The Commercial Vehicle Enforcement Bureau and the Aviation Section are statewide programs administered centrally with satellite offices statewide.

This Program Contains the following Subprograms:

- ▶ **Patrol**
- ▶ **Commercial Vehicle Enforcement**
- ▶ **Aviation**

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	2,125.2	3,280.6
Other Appropriated Funds	73,209.7	85,902.4	92,566.2
Other Non Appropriated Funds	4,493.9	6,592.7	7,276.0
Federal Funds	4,981.7	6,962.3	6,883.1
Program total	82,685.3	101,582.6	110,005.9
FTE Positions	974.5	1,006.0	1,006.0

PSA 2.1

Subprogram Summary
PATROL

Jack Lane, Division Chief
Phone: (602) 223-2348

Mission:

To ensure the safe and expeditious use of the highway transportation system for the public and to provide assistance to local and county law enforcement agencies.

Description:

Officers patrol nearly 6,000 miles of state and federal highways and enforce Arizona traffic, criminal, state, and federal laws, and commercial vehicle regulations. The Patrol additionally investigates traffic collisions, controls motor vehicle traffic, conducts criminal interdiction programs, makes criminal arrests, supports other law enforcement agencies, promotes traffic awareness and safety through public awareness programs, and provides specialized training to other criminal justice agencies.

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Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	2,125.2	2,847.0
Other Appropriated Funds	60,993.6	72,154.2	78,805.9
Other Non Appropriated Funds	4,698.7	6,229.8	6,913.1
Federal Funds	604.6	533.2	533.2
Program total	66,296.9	81,042.4	89,099.2
FTE Positions	816.0	835.0	835.0

◆ **Goal 1** To reduce the rates of vehicle collisions and vehicle fatalities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Collision reduction details	226	446	156	156
Explanation: Collision reduction details are in addition to normal staffing.				
Fatal highway collisions on Department of Public Safety patrolled roads	367	387	367	367
Special enforcement projects	37	6	6	6

◆ **Goal 2** To vigorously target aggressive and impaired drivers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of multi-agency, DUI/aggressive driver task forces with DPS participation	100	93	100	100
Percent of HGN/DRE officers receiving needed certification/recertification training	98	97	100	100
Percent patrol districts/bureaus reviewing DUI-related statistics quarterly	100	100	100	100
Percent of total Department of Public Safety investigated highway collisions related to alcohol	4.60	4.60	5.00	5.00

◆ **Goal 3** To minimize traffic congestion and delays on highways as a result of unexpected closures.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Officers receiving collision investigation and accident scene management training (2 per patrol district)	41	74	26	26
Public service announcements (6 per patrol district)	119	179	78	78
DPS citizens' academies (1 per patrol bureau)	2	2	3	3

◆ **Goal 4** To ensure patrol districts are staffed to their proper operational levels using the Patrol Allocation Model (PAM) and implement the appropriate allocation and distribution of personnel.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of autonomous patrol areas reviewed	100	100	100	100
Patrol officer positions added to attain proper and required operations staffing	0	16	16	16
Quarterly ADOT partnering meetings	12	18	12	12
Annual Police Allocation Model updates	1	2	1	1

◆ **Goal 5** To maintain or increase the level of support by Highway Patrol personnel to other law enforcement agencies and respond to civil and natural emergencies as directed.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Civil Emergency Task Force training exercises (1 per patrol district)	12	15	12	12
Officer specialty skills lists provided to local agencies (1 per patrol district)	13	13	13	13
Hours of continuing training per officer	8	8	8	8

◆ **Goal 6** To improve services to the motoring public by maintaining the Roadside Motorist Assistance Program.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Motorist assist positions	7	7	8	8
Meetings with ADOT, MAG, and FHWA	175	106	52	52

Explanation: FY2004 reflects increase in construction related meetings

PSA 2.2

Subprogram Summary

COMMERCIAL VEHICLE ENFORCEMENT

Jack Lane, Division Chief

Phone: (602) 223-2348

A.R.S. § 41-1711 et. seq.

Mission:

To provide technical and essential services to the law enforcement community in the areas of commercial vehicle, tow truck, and pupil transportation safety and enforcement, and provide assistance and guidance on the safe handling of toxic waste in relation to transportation issues.

Description:

The Commercial Vehicle Enforcement Bureau is the primary commercial motor vehicle, tow truck, and school bus safety enforcement arm of the Department of Public Safety. The bureau's responsibility includes the training of personnel and assistance to local agencies that have specific problems with commercial motor vehicle law enforcement. Additionally, the bureau responds to hazardous material incidents throughout the State involving accidental discharges of hazardous materials and trains personnel involved in this effort.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,731.8	5,755.1	5,755.1
Other Non Appropriated Funds	-241.5	316.5	316.5
Federal Funds	4,377.1	6,429.1	6,349.9
Program total	8,867.4	12,500.7	12,421.5
FTE Positions	100.5	113.0	113.0

◆ **Goal 1** To reduce the rates of commercial vehicle collisions.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Commercial vehicle enforcement details in high collision areas	47	36	40	40
Compliance reviews on targeted motor carriers	88	86	80	85

◆ **Goal 2** To ensure compliance with statutory requirements for the certification of school buses and tow trucks.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
School bus driver applications processed	2,882	4,805	1,800	1,800
School bus driver records audited	26,233	14,735	10,000	10,000
Explanation: In 2004 process was changed from logging components to only complete files.				
School bus inspections	8,869	7,916	8,500	9,000
Percent school bus inspections completed within 30 days of renewal	100	100	100	100
Number of tow truck inspections	2,513	3,102	2,000	2,200
Percent tow truck inspections completed within 30 days of renewal date	100	100	100	100
Tow truck applications processed	339	452	200	200
Percent of tow truck applications processed within 30 days	100	100	100	100

◆ **Goal 3** To provide specialized commercial vehicle enforcement training on a statewide basis.

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of new Highway Patrol officers trained in commercial vehicle enforcement	100	100	100	100
Percent of other agency personnel receiving requested commercial vehicle enforcement training	100	100	100	100
Percent of Commercial Vehicle Bureau/other agencies' personnel receiving requested North American Standards training	100	100	100	100
Commercial Vehicle Enforcement Bureau and other agencies' personnel trained in hazardous materials standards	15	5	2	2

◆ **Goal 4** To continually update and present a statewide public information program in commercial vehicle safety.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Commercial vehicle safety presentations	2	12	6	8
Information and training presentations for judicial officials	2	11	6	8

◆ **Goal 5** To provide diversified training opportunities to bureau personnel.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of bureau personnel receiving needed/requested training	100	100	60	60
Hours of continuing training provided per officer	8	8	8	8

PSA 2.3	Subprogram Summary
	AVIATION
Jack Lane, Division Chief	
Phone: (602) 223-2348	
A.R.S. § 28-240, 41-1834	

Mission:

To provide an immediate, 24-hour per day, statewide air support response capability for critical occurrences and emergency situations, to provide aerial and logistical support for law enforcement, highway safety, and traffic enforcement operations, and to provide transport services in support of governmental operations and critical administrative functions.

Description:

The Aviation subprogram is comprised of four air rescue helicopter units, a fixed-wing air support unit, an aircraft maintenance unit, and administrative staff. The air rescue units are strategically based around the State to provide the most efficient and effective service. The air support and aircraft maintenance units are based in Phoenix at Sky Harbor Airport. Services provided include: first responder emergency medical services, technical rescue operations, medical and disaster evacuation, search operations, aerial and logistical support for law enforcement, highway safety and traffic enforcement operations, and transport services in support of governmental operations and critical administrative functions. To accomplish its mission, the subprogram operates and maintains a fleet of five rotary-wing and four fixed-wing aircraft.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	433.6
Other Appropriated Funds	7,484.3	7,993.1	8,005.2
Other Non Appropriated Funds	36.7	46.4	46.4
Federal Funds	0.0	0.0	0.0
Program total	7,521.0	8,039.5	8,485.2
FTE Positions	58.0	58.0	58.0

◆ **Goal 1** To maintain 100% aircraft availability for air rescue services and

reduce air rescue response times.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of available aircraft equipment meeting industry standards	94	100	100	100
Explanation: Replacement helicopter not funded in FY 03.				
Rotary-wing aircraft replaced	1	1	0	1

◆ **Goal 2** To staff air rescue helicopters with personnel fully trained in all aspects of the air rescue service mission.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent air rescue paramedics trained to standard	100	100	100	100
Percent crew members receiving technical rescue training	100	100	100	100

◆ **Goal 3** To ensure that at least one twin turbine engine airplane and crew are available for emergency law enforcement transport missions, within a two-hour notice, 100% of the time.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent crew availability for law enforcement missions	100	100	100	100
Explanation: FY 03, unable to attract and hire qualified pilots.				

◆ **Goal 4** To increase the use of department aircraft to assist Highway Patrol officers with highway safety, patrol, and traffic enforcement throughout the state.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent increase in helicopter flights assisting patrol with highway safety and traffic enforcement operations	11	(26)	10	10
Explanation: Significant reduction in service due to lack of pilots				
Percent increase in fixed-wing flights over rural/remote highways	0	89	10	10
Explanation: FY 03, unable to attract and retain qualified pilots.				

◆ **Goal 5** To provide efficient and effective transport services in support of governmental operations and critical administrative functions.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent IGAs using new cost model for air transport services	Complete	100	100	100

PSA 3.0	Program Summary
	CRIMINAL INVESTIGATIONS
Mikel Longman, Division Chief	
Phone: (602) 223-2812	
A.R.S. § 41-1761 et. seq.	

Mission:

To protect the public by deterring crime using innovative investigative and specialized enforcement strategies and resources.

Description:

The Criminal Investigations Division provides statewide investigative, specialized enforcement, and high risk response support to federal, state, and local criminal justice agencies. The Division conducts investigations regarding narcotic trafficking, organized crime, intelligence, vehicle theft, gangs, computer and financial crimes, as well as major crime investigations when requested by other criminal justice agencies. The Division provides specialized high risk response to acts of extraordinary violence and domestic preparedness incidents.

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Intelligence reports submitted to CID	1,500	247	1,500	1,500
CID intelligence documents generated to users	1320	1,120	1,200	1,200
GITEM street gang intelligence bulletins published	12	4	12	12
RMIN database inquiries	66,531	197,589	75,000	80,000
RMIN database submissions	37,913	31,034	50,000	60,000
RMIN analytical requests	168	151	200	225
Member agencies participating in RMIN services	418	n/a	500	525

◆ **Goal 7** To enhance community partnerships in support of the Criminal Investigations Division mission.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Community awareness programs with CID participation	30	21	75	n/a
CID community outreach programs presented	2	1	4	4
CID counter-terrorism programs presented	15	19	18	25
GITEM anti-gang public information programs	30	102	25	20

◆ **Goal 8** To improve CID organizational performance and efficiency.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
CID efficiency review ideas received	10	9	12	12
CID efficiency review ideas considered for implementation	4	4	6	6

PSA 4.0

Program Summary
CRIMINAL JUSTICE SUPPORT

Georgene Ramming, Division Chief
Phone: (602) 223-2400
A.R.S. § 41-1711 to 1712, 1750

Mission:

To provide professional and effective scientific, technical, regulatory, and operational support to the Department of Public Safety, the criminal justice community, and the public.

Description:

The Criminal Justice Support Division (CJSD) is responsible for developing and coordinating scientific, technical, regulatory, and support services essential to the promotion of public safety in Arizona. Special attention is given to providing scientific analysis and criminal justice support to Arizona's criminal justice agencies. CJSD further develops, operates, and maintains the data processing and data/voice communications systems that operate statewide. This program contains the following subprograms: Scientific Analysis, Communications, Information Systems, Criminal Information and Licensing, and Fingerprint Board.

This Program Contains the following Subprograms:

- ▶ **Scientific Analysis**
- ▶ **Communications**
- ▶ **Information Systems**
- ▶ **Criminal Information and Licensing**

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	7,400.8	11,353.7	16,371.6
Other Appropriated Funds	31,152.6	29,075.7	30,242.4
Other Non Appropriated Funds	10,443.8	11,595.8	11,588.4
Federal Funds	5,559.9	5,488.7	3,134.9
Program total	54,557.1	57,513.9	61,337.3
FTE Positions	518.0	542.0	569.0

PSA 4.1

Subprogram Summary
SCIENTIFIC ANALYSIS

Georgene Ramming, Division Chief
Phone: (602) 223-2400
A.R.S. § 41-1761 et. seq.

Mission:

To assist the Department, the Arizona criminal justice community, and the public in the timely investigation and adjudication of criminal cases by utilizing state-of-the-art analytical techniques, providing the most accurate scientific analyses 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.

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	886.7	1,626.6	2,141.0
Other Appropriated Funds	11,105.3	11,394.7	12,286.8
Other Non Appropriated Funds	1,226.2	1,801.2	1,801.2
Federal Funds	3,996.9	4,298.8	2,485.3
Program total	17,215.1	19,121.3	18,714.3
FTE Positions	159.0	175.0	186.0

◆ **Goal 1** To continuously improve the delivery and effectiveness of scientific support services essential to the Arizona criminal justice system and public safety.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Scientific analysis cases	42,146	45,916	49,590	53,557
Percent of crime lab cases over 30 days old	6.30	6.2	4.0	2.0
Number of additional positions	3	11	31	31
Percent of obsolete scientific equipment replaced	21.7	17.5	20	20
Crime cases submitted for analysis	42,146	45,916	49,590	53,557

Explanation: 7 positions held vacant due to budget shortfalls.

Explanation: 6 new positions were approved but all were left vacant due to revenue shortfalls.

Explanation: Late changes to the CLAF fund reduced actual monies available for FY 04 equipment replacement to almost zero. However, through aggressive efforts, 5 DUI Abatement and Safe Neighborhood grants were obtained.

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Percent of cases generating automated laboratory examination reports to officers and/or county attorneys	0	100	100	100
Explanation: 80,000 crime lab reports are stored on a server ready for electronic release.				
Evidence disposals completed per month per regional evidence room	3	2.5	3	3
Efficiency review ideas received	2	3	3	4
Efficiency review ideas considered for implementation	2	2	3	3

◆ **Goal 2** To enhance scientific analysis subprogram effectiveness through the professional development of employees.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of scientific analysis employees receiving one training session	100	100	100	100
Percent of scientific analysis employees receiving two training sessions	49	50	75	75

◆ **Goal 3** To increase awareness of the integral role that the scientific analysis subprogram plays in the criminal justice system.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Presentations given per regional crime laboratory	8	8	8	8

PSA 4.2

Subprogram Summary
COMMUNICATIONS

Georgene Ramming, Division Chief
Phone: (602) 223-2400
A.R.S. § 41-1713, 41-1749

Mission:

To ensure officer and public safety comes first by giving assistance and information to the public; providing statewide radio dispatch services for the Department of Public Safety, emergency medical services, and other criminal justice agencies; and providing design, coordination, construction, and maintenance services for statewide radio, voice, and data telecommunications systems.

Description:

Communications operates three dispatch centers located in Phoenix, Tucson, and Flagstaff to facilitate the flow of information and provide assistance to the public, Department of Public Safety officers, criminal justice agencies, and emergency service providers. In addition, this subprogram provides the infrastructure to support public safety services for state, county/local governmental agencies, and the Emergency Medical Communications System (EMSCOMM).

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,082.9	3,593.0	3,750.0
Other Appropriated Funds	13,543.8	11,156.5	10,871.1
Other Non Appropriated Funds	50.2	15.5	8.1
Federal Funds	1,228.6	807.9	267.6
Program total	15,905.5	15,572.9	14,896.8
FTE Positions	170.0	170.0	174.0

◆ **Goal 1** To ensure public safety by providing efficiency through automation, technology, and adequate staffing.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Operational communications staffing formula	Implement	Complete	n/a	n/a
Efficiency review ideas received	2	2	2	2
Efficiency review ideas considered for implementation	2	1	1	1

◆ **Goal 2** To deliver exemplary service, second to none.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent sworn customers surveyed on dispatch services	On hold	Develop	60	60
Explanation: Developing a new CAD-based survey in FY 04.				
Percent increase in customer satisfaction	n/a	n/a	Baseline	2

◆ **Goal 3** To exceed expectations for operational effectiveness and efficiency by providing a comprehensive training program for Call-takers, Police Communication Dispatchers (PCDs), Senior PCDs, and Police Communications Supervisors.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
PCD & call-taker positions	67	69	69	69
Continuing education hours for PCDs & Call-takers	64	26	24	24
Senior PCD and Supervisor positions	33	30	30	30
Continuing education hours for senior PCDs and Supervisors	69	14	24	24
Percent PCDs/Call-takers attending advanced basic PCD academy	On hold	Develop	100	100

◆ **Goal 4** To maintain telecommunications equipment so that no more than 10% of inventories exceed replacement age.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Portable radios replaced	0	100	206	206
Mobile radios replaced	100	150	136	136
Base stations replaced	0	0	10	10
Microwave radios replaced	1	0	3	3

◆ **Goal 5** To modernize obsolete radio, voice, and data communication systems for the Department of Public Safety and other public safety agencies in Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Statewide digital microwave system	Complete P	Begin inst	continue	continue
Explanation: FY 03 pending study from Macro Corp.				
Mobile Data Computer system	Infrastruc	200 units	180 units	Expand sys

◆ **Goal 6** To support the development of a statewide interoperable public safety radio system.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent participation by engineering staff	100	100	100	100
Public Safety Communication Committee meetings coordinated	4	2	n/a	n/a

PSA 4.3

Subprogram Summary
INFORMATION SYSTEMS

Georgene Ramming, Division Chief
Phone: (602) 223-2400
A.R.S. § 41-1713

Mission:

To provide information services to internal and external DPS customers in support of public safety and to improve department efficiency through automation and the application of new technology.

Description:

The Information Systems subprogram designs, develops, maintains, and operates automated computer systems to support the enforcement, investigative, and administrative functions of the Agency. These programs include the statewide criminal justice information on-line network used by all criminal justice agencies in Arizona.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,939.7	3,236.2	6,882.7
Other Appropriated Funds	3,370.8	2,850.2	2,911.3
Other Non Appropriated Funds	64.4	420.5	420.5
Federal Funds	334.4	382.0	382.0
Program total	6,709.3	6,888.9	10,596.5
FTE Positions	55.0	55.0	62.0

◆ **Goal 1** To improve support to the Department and other criminal justice agencies using state-of-the-art technology.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
District offices with Wide Area Network access	on going	5	complete	n/a
Area offices with dial-in access	on going	complete	n/a	n/a
Explanation: Completed in FY 03.				
3-yr PC replacement program	Unfunded	Unfunded	Seek Funds	Seek Funds
Personal computers replaced	n/a	n/a	650	650
Percent analog dumb terminals replaced with PCs	32	98	100	Complete
Percent TCP/IP communications protocol deployed	32	57	100	100
Mainframe systems accessing relational database management system	0	1	5	5
ADABAS files migrated to relational database management system	0	1	5	5
Percent of Lotus Notes deployment completed	85	90	100	100
Select ad hoc query tool for relational database management system	Purchased	complete	n/a	n/a
Users trained on new ad hoc query tool	11	0	10	10
Increase disk storage capacity	Implement	complete	n/a	n/a
Increase mainframe processing capacity	Not requir	not needed	n/a	n/a

◆ **Goal 2** To provide professional development for information technology employees.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of training assessments completed	100	100	100	100

◆ **Goal 3** To improve information technology customer service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Information technology customer service standards	Test	Redefine	n/a	n/a
◆ Goal 4 To provide efficient and responsive support to the criminal justice community.				
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent ACJIS system availability	99.7	99.9	99.7	99.7
Criminal justice users supported	8,593	9,645	9,700	9,800
Mainframe computer dial-in users	1,233	1,250	1,300	1,400
Lotus Notes users	1,722	1,816	1,850	1,900

◆ **Goal 5** To improve organizational performance and efficiency.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Efficiency review ideas received	4	0	4	4
Efficiency review ideas considered for implementation	3	0	4	4

PSA 4.4

Subprogram Summary
CRIMINAL INFORMATION AND LICENSING

Georgene Ramming, Division Chief
Phone: (602) 223-2400
A.R.S. Titles 24, 26, 32, 41; 41-1750, 41-2401 et. seq.

Mission:

To provide efficient and responsive criminal information and regulatory services to the criminal justice community and the public as mandated by federal and state law.

Description:

The Criminal Information and Licensing subprogram includes management of the Arizona central state repository of criminal history information and the statewide Arizona Automated Fingerprint Identification System (AZAFIS). It coordinates access for Arizona Criminal Justice Information System (ACJIS) and administers the concealed weapons, sex offender registration and community notification compliance, and private investigation and security guard licensing programs. It provides training/certification and compliance monitoring for AZAFIS, the central state repository, and the ACJIS network; background checks for private investigation licensing, security guard licensing, concealed carry permits, and other authorized private and government entities. Additionally this subprogram compiles and publishes the Arizona Uniform Crime Report.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,491.5	2,897.9	3,597.9
Other Appropriated Funds	3,132.7	3,674.3	4,173.2
Other Non Appropriated Funds	9,103.0	9,358.6	9,358.6
Federal Funds	0.0	0.0	0.0
Program total	14,727.2	15,930.8	17,129.7
FTE Positions	134.0	142.0	147.0

◆ **Goal 1** To provide efficient, responsive, and effective service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Address verification per each new sex offender posted on the internet site	1	.87	1	1
Additional positions for sex offender registration/compliance program	0	2	4	1
Percent of all registered sex offender addresses verified annually	58	47	80	100
Explanation: Verifying 100% of sex offender addresses is contingent upon the addition of 5 FTE positions.				
Additional positions for the criminal history record program	0	0	10	0

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Criminal history disposition report processing (days)	91	99	30	21	Annual updates of client training plan	1	1	1	1
Days to process ACCT criminal history check with applicable offense and disposition information	6	5	6	6	Explanation: Moved annual update completion to August 2004.				
Days to process ACCT criminal history check without pertinent disposition information	29	27	29	29	AZAFIS Strategic Plan updates	0	1	1	1
Annual review of ACCT processing statistics	1	1	1	1	Gateway Services Provider, Phase III	Complete	n/a	n/a	n/a
Applicant Team-1 (AT-1) turnaround for fingerprint-based criminal history checks (days)	4	4.5	4	4	Optical print & photo image subsystem II	Operationa	n/a	n/a	n/a
Applicant Team-1 turnaround for name checks (days)	4	4	4	4	Livescan Replacement	n/a	5	2	2
Days to process arrest fingerprint records	4	1	3	3	Percent of security guard/private investigator complaint/enforcement action reports reviewed monthly by supervisor	100	100	100	100
Days to process Dept. of Corrections fingerprint records	1	1	1	1	◆ Goal 4 To improve customer service.				
Days to process ACCT fingerprint records	3	1	2	2	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Days to process felony juvenile fingerprint records	65	1	30	25	Percent of concealed weapons permits issued within 20 days	100	100	100	100
Days to process all other types of fingerprint records	Backlog	979	600	500	Concealed Weapons newsletters published	2	3	2	2
Explanation: This pertains to fingerprint cards of deceased persons. Due to lack of resources, these are assigned the lowest priority.					Percent of concealed weapon Internet inquiries answered within 3 days	100	100	100	100
Arizona Automated Fingerprint Identification System percent of system reliability	98	98	98	98	Criminal justice personnel attending training in ACJIS/NCIC systems, uniform crime reporting, and/or disposition reporting (per quarter)	151	208	175	175
AZAFIS ten print to ten print search time (minutes)	4	4	4	4	<p>PSA 5.0</p> <p style="text-align: center;">Program Summary</p> <p style="text-align: center;">GOVERNOR'S OFFICE OF HIGHWAY SAFETY</p> <p>Richard Fimbres, Director</p> <p>Phone: (602) 255-3216</p> <p>A.R.S. § 28-611</p>				
AZAFIS ten print to latent search time (minutes)	4	4	4	4	Mission:				
AZAFIS latent to ten print search time (minutes)	4	4	4	4	<i>To be the focal point for highway safety issues in Arizona, the Governor's Office of Highway Safety (GOHS) provides leadership by developing, promoting, and coordinating programs; influencing public and private policy; and increasing public awareness of highway safety.</i>				
AZAFIS latent print to latent print search time (hours)	4	4	4	4	Description:				
MPI server upgrade	Complete	n/a	n/a	n/a	The GOHS develops the Arizona Highway Safety Plan (HSP) through annual problem identification and analysis of traffic records, citations, convictions, judicial outcome, incarcerations, assessments, screening, treatment, prevention, and surveys. The HSP serves as a means for the reduction of traffic crashes, deaths, injuries, and property damage resulting from accidents on public roads. GOHS develops, promotes, and implements effective education, engineering, and enforcement programs toward ending preventable crashes and reducing economic costs associated with vehicle use and highway travel. Through the GOHS Director, a channel of communication and understanding has been developed between the Governor's Office, the legislature, state agencies, political subdivisions, and activist groups concerning all aspects of the statewide highway safety program. One emphasis of the highway safety funding process is to provide "seed" money to develop effective programs which can become operational within a three-year period. If the program(s) is/are successful, the state or local jurisdiction will establish the program(s) as a permanent responsibility of the jurisdiction. Problem identification involves the study of relationships between collisions and the characteristics of population, licensed drivers, registered vehicles, and vehicle miles traveled. Drivers can be classified into subgroups according to age, sex, etc. Vehicles can be divided into subgroups according to year, make, body style, etc. Roads can be divided into subgroups according to number of lanes, type of surface, political subdivision, etc. Collisions can be further analyzed in terms of the time, day, and month; age and sex of drivers; primary collision factors; and use of safety equipment. Other factors also influence motor vehicle collisions and are considered in conducting comparative analyses between jurisdictions. For example, variations in composition of population, modes of transportation, the highway system, economic conditions, climate, and the effective strength of law enforcement agencies are influential. The selection of collision comparisons requires the exercise of judgment.				
New MPI scanners	Canceled	n/a	n/a	n/a					
MPI printer upgrade, phase I	Complete	n/a	n/a	n/a					
MPI printer upgrade, phase II	n/a	Complete	n/a	n/a					
MPI servers	Replaced	n/a	n/a	n/a					
MPI face I.D. software	Complete	n/a	n/a	n/a					
Number of agencies with completed criminal history reviews	48	8	39	38					
Number of agencies monitored following criminal history review	48	1	39	38					
Efficiency review ideas received	1	1	1	1					
Efficiency review reviewed for implementation	1	1	1	1					
◆ Goal 2 To provide professional development opportunities to employees and clients.									
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					
Percent of employees offered training	100	100	100	100					
◆ Goal 3 To improve efficiency and effectiveness in administering mandated programs.									
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate					
Rewrite of administrative rules for private investigator (PI) licensing program (Title 13, Chapter 2)	Draft comp	complete	n/a	n/a					
Rewrite of administrative rules for concealed weapons permit program (Title 13, Chapter 9)	Draft comp	complete	rewrite	complete					
Rewrite of administrative rules for security guard (SG) licensing program (Title 13, Chapter 6)	In progres	In progres	complete	complete					

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	510.1	489.8	687.3
Other Non Appropriated Funds	5,986.3	9,502.0	2,407.6
Federal Funds	0.0	0.0	0.0
Program total	6,496.4	9,991.8	3,094.9
FTE Positions	10.0	10.0	10.0

PSA 6.0

Program Summary

ARIZONA PEACE OFFICER STANDARDS AND TRAINING

Mr. Tom Hammarstrom, Executive Director

Phone: (602) 223-2514

A.R.S. § 41-1822 et. seq.

Mission:

To ensure professionalism, integrity, and public trust by providing training and maintaining standards for peace officers in the State of Arizona.

Description:

The Arizona Peace Officer Standards and Training Board (POST) is composed of thirteen members appointed by the Governor according to the provisions of A.R.S. § 41-1828.01. The program provides the following: funding for basic training academies; reimbursement for materials and supplies; continuing training for law enforcement officers (i.e., sponsorship, financial support, and actual delivery); development of standards for law enforcement officers (i.e., physical, educational, and proficiency skills); certification and decertification of law enforcement officers; and the development of standards for correctional officers.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,654.4	7,383.3	7,383.3
Federal Funds	470.8	529.4	430.4
Program total	7,125.2	7,912.7	7,813.7
FTE Positions	18.0	21.5	21.5

◆ **Goal 1** To decrease the fatality rate per 100 million vehicle miles traveled (VMT) from the base level of 2.06 in 2001 to 2.00 in 2005.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Grant Proposals received from Jurisdictions	159	151	150	150
Contracts negotiated, written, and executed	n/a	116	120	120
Crashes (prior calendar year)	130,895	n/a	136,000	136,000
Explanation: Crash related statistics are being compiled.				
Miles traveled fatality rate (prior calendar year)	2.10	n/a	2.0	2.0
Explanation: Crash related statistics being compiled				
Total statewide fatalities (prior calendar year)	1,118	1151	1,100	1,100
Total persons injured (prior calendar year)	71,709	n/a	76,500	76,500
Explanation: Crash related statistics being compiled				

◆ **Goal 2** To have the percentage of increase of the total number of persons killed from the base level of 1,047 in 2001 be less than the percentage of increase of VMT and population in 2004 and 2005.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Placement/contracts for DUI enforcement vehicles	22	10	10	10
Placement/contracts for alcohol-detection devices	100	65	50	20
Agencies participating in DUI task forces	55	60	60	60
DUI enforcement patrols	45	60	60	60
Officers receiving standardized field sobriety/horizontal gaze nystagmus/drug recognition expert training	400	400	425	450
Alcohol-related fatalities (prior calendar year)	298	n/a	270	270
Officers, prosecutors, and judges attending GOHS Summit training on DUI, Speed, Seat Belt, etc	375	400	400	400

◆ **Goal 3** To have the percentage of increase of the total number of persons injured from the base level of 73,962 in 2001 be less than the percentage of increase of VMT and population in 2004 and 2005.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Agencies participating in public information & education/enforcement projects	45	45	45	45
Public information & education campaigns developed each calendar quarter	4	4	4	4
Enforcement/training/public information & education events	20	20	20	20
Percent of seat belt use (prior calendar year)	82.24	n/a	90	90
Explanation: Crash related statistics being compiled				
Percent of child safety belt use	79.5	n/a	85	90
Explanation: Crash related statistics being compiled.				

◆ **Goal 1** To develop, implement, and update standards for the selection, retention, and training of peace officers and corrections officers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of curricula review completed	40	40	40	40
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	n/a	n/a	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	1	Complete
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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
New hires	1,403	1464	1600	1700
Peace officers requiring basic training	1,037	896	1000	1100
Agencies to be audited	169	169	169	170
Certified peace officers	13,706	13,983	14,500	15,000
Corrections officers	6,100	6330	6400	6400
New hire minimum qualification compliance audits conducted	1,263	1496	1500	1550

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Days required to conduct new hire audits	27	29	<30	<30
Mandated in-service training compliance audits conducted	826	1291	1300	1300
Percent of agencies in non-compliance	16	28	<10	<10
Academy audits completed	4	3	6	6
Days to complete decertification investigations	92	128	100	90

◆ **Goal 3** To recommend curricula and promote advanced law enforcement courses in universities and colleges in conjunction with their governing bodies.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Administration of Justice programs giving credit for POST training	12	12	12	12
POST courses qualifying for college credit	14	14	14	14
College courses qualifying for POST mandated training credit	710	710	710	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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Inter-governmental agreements and partnerships	11	13	14	16
Revenues received from public sources (\$ thousands)	363	350	400	400
Efficiency review ideas received	20	6	10	10
Efficiency review ideas considered for implementation	14	6	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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Qualified instructors teaching POST programs	162	449	250	250
Train-the-trainer programs provided to agencies	21	26	25	27
Calendar School Programs presented by POST and the Community Policing Institute	185	157	170	175
Attendees of Calendar Schools	5,684	3,495	5,500	5,500
Attendees for distance learning programs	3,354	2,859	DNA	DNA
DVD training programs produced	n/a	6	6	7
Participants in DVD training programs	n/a	n/a	6,000	6,500
Percent of POST model curricula available via resource bulletin board	0	20	25	50
Interactive classroom/computer-based programs conducted	1	1	DNA	DNA
Number of students participating in interactive web-based training program	n/a	382	400	400
Percent high-risk, high liability topics reviewed	100	100	100	100
Percent of train-the-trainer, specialty, and regional training programs reviewed	33	40	40	40
Percent of in-service programs achieving an overall evaluation of 8.0 or better	77	96	90	90
Percent of Agency CEOs rating overall POST services as 7.0 or greater	95	n/a	90	90

PSA 7.0

Program Summary
FINGERPRINT BOARD

Mr. Dennis Seavers, Executive Director
Phone: (602) 322-8590
A.R.S. § 41-619.52

Mission:

To fairly, expeditiously, and responsibly determine good cause exceptions for applicants who have been denied a fingerprint clearance card.

Description:

The Arizona Board of Fingerprinting reviews requests for good cause exceptions from eligible people who require a fingerprint clearance card and who have been denied clearance by the Department of Public Safety.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	278.5	291.6	291.6
Federal Funds	0.0	0.0	0.0
Program total	278.5	291.6	291.6
FTE Positions	4.0	4.0	4.0

◆ **Goal 1** To develop and implement fair standards, rules, policies, and procedures for approving good cause exceptions.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Rule making docket re-filed	n/a	n/a	n/a	n/a
GRRR deadlines met	n/a	n/a	n/a	n/a
Percent rules reviewed	n/a	n/a	n/a	n/a
Stakeholder meetings held	n/a	n/a	n/a	n/a
Agencies/stakeholders attending meetings	n/a	n/a	n/a	n/a

◆ **Goal 2** To provide applicants with timely decisions on their good cause exception appeals.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Good cause exception requests	2,550	n/a	3,000	3,000
Good cause exception appeals decided/heard	1,532/689	n/a	2,000/800	2,000/800
Days from receipt of application packet to decision/hearing	56/97	n/a	50/45	50/45
Board decision-making process review performed	3	n/a	1	1
Benchmark against other states' comparable programs	n/a	n/a	n/a	n/a
Restricted web site developed	No	n/a	Complete	Complete
Web site connected to DPS ACCTRAK	n/a	n/a	n/a	n/a
Funding sources identified	n/a	n/a	n/a	n/a
Meetings with legislators and others	on going	on going	on going	on going

PSA 8.0
Program Summary
 PUBLIC SAFETY COMMUNICATIONS COMMISSION
 Curt Knight, Executive Director
 Phone: (602) 223-2257
 A.R.S. 41-1830.41 and A.R.S 41-1830.42

Mission:

To enable interoperable radio communications between local, county, state, tribal, and federal public safety entities in Arizona

Description:

The Arizona Public Safety Communications Commission and its support office develop technical standards, oversee conceptual designs, and pursue funding to build and maintain a statewide radio communications system which allows direct, real-time, communications between local, county, state, tribal, and federal public safety agencies in Arizona

(Thousands)

Funding and FTE Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	518.0	1,258.1	1,258.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	518.0	1,258.1	1,258.1
FTE Positions	0.0	9.0	9.0

◆ **Goal 1** To promote interoperability by the development and use of a statewide radio system

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Hold quarterly meetings of the Commission	n/a	2	4	4

◆ **Goal 2** To survey and benchmark our efforts statewide and nationally

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of meetings with agencies throughout Arizona to gather current information	n/a	5	12	12
Number of assessments completed regarding interoperability activities throughout Arizona	n/a	n/a	7	8
Number of visits to other states that are in the design or implementation stages of statewide interoperability systems	n/a	n/a	2	2

◆ **Goal 3** To coordinate with Legislative and Executive staff to identify potential funding sources

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of meetings with Legislative and Executive staff to pursue funding resources	n/a	2	6	6

◆ **Goal 4** To deploy statewide interoperable communications system solution

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Complete a plan, timeline, and conduct subsequent annual review	n/a	1	1	1
Establish, and conduct a subsequent annual review, of technical strategy and operational standards	n/a	DNA	1	1
Establish a governance ownership model	n/a	DNA	DNA	1



RCA 0.0

Agency Summary
DEPARTMENT OF RACING

Geoffrey E. Gonsler, Director
Phone: (602) 364-1700
A.R.S. § 5-101 et seq

Mission:

To regulate and supervise pari-mutuel racing and wagering conducted in Arizona in order to protect racing participants and the wagering public. To regulate and supervise boxing events conducted in Arizona to protect all participants in these events.

Description:

The Department of Racing regulates the Arizona pari-mutuel horse and greyhound racing industry. The Department oversees and supervises all commercial horse, greyhound and county fair racing meetings; issues permits to all facilitators of commercial horse, greyhound and county fair racing meetings; conducts background checks on and licenses all participants; collects state revenues generated by race meetings; promotes and encourages the breeding of horses and greyhounds in the state; promotes and encourages the adoption of retired racehorses and retired greyhounds; supervises operation of off-track betting sites; monitors the receipt within the state of races simulcast from other venues; and enforces laws and rules related to racing and wagering to protect the industry participants and the public.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ COMMERCIAL RACING	3,306.3	3,372.0	3,301.1
➤ COUNTY FAIR RACING	1,248.4	1,108.5	1,108.5
➤ BOXING	90.8	78.4	78.4
Agency Total	4,645.5	4,558.9	4,488.0

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,504.8	2,568.8	2,499.5
Other Appropriated Funds	448.5	345.0	345.0
Other Non Appropriated Funds	1,692.2	1,645.1	1,643.5
Federal Funds	0.0	0.0	0.0
Program total	4,645.5	4,558.9	4,488.0
FTE Positions	46.5	46.5	46.5

Strategic Issues:

Issue 1 Increased Human Drug Enforcement and Testing

According to A.R.S. § 5-104(C) the Department of Racing may require licensees to submit to a test if there is a reason to believe that the individual is under the influence of or unlawfully in possession of a prohibited substance in violation of A.A.C. R19-2-112(8) or (10). The Department has the responsibility to monitor all permittee locations and aggressively enforce the laws of Arizona and the Department's Administrative Code provisions against all violations. During the past two years, the Department has increased enforcement activities. In FY 2004, there were 41 human drug tests administered, 20 of them were positive and were referred to the Stewards from the Investigations Division. The penalties imposed on those individuals ranged from 90-days license suspension to license revocation. A refusal on the part of a licensee to be tested is accepted as a positive test result and results in an immediate license suspension by the Stewards. After a hearing, the Director may suspend an individual from 30-days to 180-days for a first offenses. Subsequent offenses usually receive an increased period of suspension or license revocation. The Department has restructured its Investigation Division and new policies and procedures are being implemented to further professionalize the Division. These policies have been developed with significant in-put from the

racing participants and some are published in both English and Spanish to facilitate education and implementation. Arizona Stewards have less authority than their counterparts in several other jurisdictions and an Arizona Administrative Code amendment is in the system that would increase the severity of penalties that can be imposed by the Stewards. Off-Duty police officers have been retained to provide additional security on the horse racing track facility and have made a significant impact on increasing the Department's law enforcement presence. The officers complimented the Department team of Special Investigators in making arrests, checking arrest warrants, identifying prior criminal history, observing auto theft suspects and conducting a felony arrest and assault investigation, as well as monitoring designated stable areas to deter illegal and suspicious activities.

Issue 2 Increased Animal Drug Enforcement and Testing

In recent years, Arizona's regulatory function and ability to adequately protect the industry has been diminished as available funding has failed to keep pace with the need for increased enforcement and testing. New funding sources to achieve these regulatory objectives must be identified for the industry to continue to prosper and to maintain an acceptable level of safety and integrity. Testing and enforcement of animal drug issues are essential to maintain the integrity of the industry. The Department has been proactive and aggressive in its efforts to identify and enforce animal drug violations. Steps have been taken to implement increased testing and review the rules and enforcement policies, however additional staff and funding are needed in order to bring Arizona up to par with other jurisdiction s in these areas. Although the legislative appropriation for laboratory contracts, personnel costs and other professional services has remained at the same level for several years, the Department has been able to redeploy monies generated by new operating policies and efficiency savings to strengthen the drug regulation activities. In FY 2002, \$85,340 was spent on 3,276 racehorse drugs. In FY 2005, we allocated \$130,000 for a total of 4,800 tests. This is an increase of \$44,600 in funding and a 47% increase in testing.

Issue 3 Recovering Operating Costs from the Racing Industry

The racing industry promotes the development of the economy by providing employment opportunities in an important sector. Regulation is important for a healthy development of the state's racing industry, for safeguarding the interests of the wagering public, and safeguarding the interests, health and safety of all participants. In other industries the regulated party provides enough funding to the State for its regulation and operation in a safe and healthy environment. During the past several legislative sessions, the Arizona Department of Racing has requested the generation of revenue from the racing industry to support its statutory, administrative, and regulatory duties. During the 2005 session, legislation was passed that would have significantly impacted the Department; however it was subsequently vetoed by the Governor because it did not contain any financial provisions for the necessary increase in Department regulation. The Department must find other mechanisms to fund its regulatory functions if the racing industry is to continue and prosper. The Department has analyzed many options for discussion, including the current statutory revenue categories and the projected annual revenue based on either a percentage increase or the elimination of statutory exemption or tax credits, as well as revenue sources utilized by other racing jurisdictions that are not imposed in Arizona. In analyzing all of the current revenue sources as well as industry objectives, the Department determined that account wagering, also known as advanced deposit wagering, will provide a viable first step towards self-sufficiency. Elimination of existing tax exemptions and credits or increasing fines and license fees will not generate sufficient revenue to support the agency. This revenue source could provide additional revenue for the Arizona racing industry as well as funds for regulatory purposes.

Issue 4 Employee Retention and Development

Like many other agencies, the Department experiences turnover among employees, particularly in certain positions, at higher than desired rates. The Department will make additional efforts to retain its employees and attract the most qualified candidates, when filling vacant positions. The Department also provides employees with training opportunities to help them perform better, provide superior customer service, and enhance their career development. The Department believes that providing training opportunities to its employees would encourage its employees to remain in State service and more and better qualified candidates to seek employment with the Department.

Issue 5 Restructure of Permit Application Process

According to A.R.S. § 5-108, "the Department shall conduct a thorough investigation concerning the application for a permit or a license." The

responsibility of the Department is to review the permit applications so the integrity of the racing industry can be protected through regulatory means. Conducting a thorough substantive review process is very important considering the applicants request a permit that authorizes the State of Arizona to approve multimillion-dollar commercial racing operations. An application of this magnitude requires extensive review and analysis before the Department is in a position to provide a recommendation to the Commission. The ultimate decision made by the Commission will significantly impact the horse racing industry in Arizona plus several thousand people, their employees, and their families. Furthermore, A.R.S. § 5-108(A)(2)(a), states that a permit may be denied if "the applicant is not possessed of or has not demonstrated financial responsibility sufficient to meet adequately the requirements of the enterprise proposed to be authorized." This provision grants the Department the statutory authority to review, analyze, investigate, and identify financial, business management and property/ownership issues. The Department must conduct a rigorous review to ensure adequate and accurate information and to identify problems and deficiencies that can and should be corrected. The Department is currently evaluating suggestions for improvement of the permit application process, which has not been modified in recent history, that include legislative changes which are being developed for possible consideration at the next session, as well as revisions to the Arizona Administrative Code.

Issue 6 Boxing Intergovernmental Agreements with Indian Tribes

The Tribal organizations have requested that the Department seek an increased regulatory and oversight presence in all areas of the State. More revenue is created by establishing intergovernmental agreements with Indian Tribes interested in conducting events regulated by the Boxing Commission, pursuant to A.R.S. § 5-224(F). Tribal organizations may conduct these events on Tribal land, but would establish regulatory requirements that may be different than those established by the Arizona Boxing Commission. The requirements established in this manner, may create confusion among participants and officials because regulatory jurisdiction would vary according to where the events take place. Therefore, establishing these intergovernmental agreements would allow Tribal organizations to contract with the Arizona Boxing Commission and use its requirements when conducting these events. The industry will benefit because additional events provide additional opportunities for expanding this sport in Arizona. Additionally, when events are regulated in the same manner and have similar requirements throughout the State, participants and officials are subject to similar procedures throughout the State. The increased number of events in remote areas of the State will require additional resources from the Department and more funds. Therefore, these agreements will establish a fee schedule to increase funding to the State and to increase regulation, especially during this time of budget constraints. The additional funding would satisfy the needs of Boxing regulation and promote a safer environment for all participants. The industry would have to deal only with one regulatory agency as opposed to multiple regulatory bodies within the State. The Department proposes creating a non-appropriated Boxing fund that would benefit from part of the fees collected from the Tribal organizations that contract with the Arizona Boxing Commission. This proposal includes funding the additional operating costs related to these responsibilities by depositing 90% of the fees collected in the proposed Boxing fund. The remaining revenues collected would be deposited in the General Fund, 10% of total revenues received from these agreements.

RCA 1.0	Program Summary
	COMMERCIAL RACING
	Luis A. Marquez, Assistant Director/Administration
	Phone: (602) 364-1695
	A.R.S. § 5-101 to 5-115

Mission:

To regulate and supervise pari-mutuel racing and wagering conducted in Arizona in order to protect racing participants and the wagering public.

Description:

The Department of Racing regulates and supervises all commercial horse and greyhound racing meetings and pari-mutuel wagering conducted on and off track in Arizona in order to enforce laws and regulations and, thereby, protect racing participants and the wagering public.

This Program Contains the following Subprograms:

- ▶ **Horse Racing**
- ▶ **Greyhound Racing**

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,414.0	2,490.4	2,421.1
Other Appropriated Funds	61.1	36.5	36.5
Other Non Appropriated Funds	831.2	845.1	843.5
Federal Funds	0.0	0.0	0.0
Program total	3,306.3	3,372.0	3,301.1
FTE Positions	40.3	39.4	39.4

RCA 1.1	Subprogram Summary
	HORSE RACING
	Luis A. Marquez, Assistant Director/Administration
	Phone: (602) 364-1695
	A.R.S. § 5-101 to 5-115

Mission:

To regulate and supervise all commercial horse racing meetings and pari-mutuel wagering conducted on and off-track in Arizona in order to ensure compliance with laws and regulations and, thereby, protect racing participants and the wagering public.

Description:

The Department of Racing regulates and supervises all commercial horse racing meetings, conducts investigations, issues licenses, conducts equine drug testing, oversees wagering, hears appeals of decisions, collects revenues for the State, distributes awards to program recipients, and provides information upon request to the public and other agencies.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,460.6	1,492.1	1,450.5
Other Appropriated Funds	38.2	22.7	22.7
Other Non Appropriated Funds	463.2	483.1	482.0
Federal Funds	0.0	0.0	0.0
Program total	1,962.0	1,997.9	1,955.2
FTE Positions	23.3	22.4	22.4

- ◆ **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 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of Stewards' rulings issued	565	410	550	585
Percent of original actions upheld on appeal	85.0	100	100	100
Percent of positive equine drug tests	1.4	1.3	1.25	1.0
Number of horse racing investigations conducted regarding compliance with rules	786	276	350	420
Explanation: Personnel Turnover in Investigations Unit.				
Percent of investigations resulting in disciplinary action	39.0	86	90	92
Number of equine drug tests conducted	2,025	2,846	2,600	2,900
Number of investigations resulting in disciplinary action	312	237	522	875
Explanation: Personnel Turnover				

- ◆ **Goal 2** To process and investigate license applications in a timely manner to ensure that only those eligible pursuant to Arizona racing-related statutes, rules, and regulations receive licenses.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of licenses issued	3,157	3,945	2,500	1,900
Number of licenses denied	6	4	8	8
Number of background investigations conducted regarding licensing	337	168	550	650
Percent of background investigations resulting in disciplinary or enforcement action	15.4	70.9	100	100
Percent of license denials upheld on appeal	100.0	100	100.0	100.0
Percent of total horse racing licensees with disciplinary action	1.45	1.0	2.15	2.70
Average number of calendar days to complete application from time received by the Department to final disposition	207	90	85	75

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of registered breeders	3,184	2,491	2,500	2,750
Percent of registered breeders winning awards	14.0	5.0	9.0	14.0
Average number of days that awards were processed before the deadline	3.25	3.2	3.5	3.75

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Employee turnover rate	42.0	23.3	15.0	10.0
Number of employees who completed formal work-related training	10	8	12	15

◆ **Goal 5** To educate all licensees and racing participants in Arizona regarding violations involving the use of illegal substances.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of human drug tests conducted	n/a	41	65	80
Number of positive human drug test results	n/a	9	7	5
Number of refusals to test	n/a	11	9	7
Number of investigations regarding positive drug tests and refusals to test	n/a	20	16	12

RCA 1.2

Subprogram Summary
GREYHOUND RACING

Luis A. Marquez, Assistant Director/Administration

Phone: (602) 364-1695

A.R.S. § 5-101 to 5-115

Mission:

To regulate and supervise all commercial greyhound racing meetings and pari-mutuel wagering conducted on and off-track in Arizona in order to ensure compliance with laws and regulations and, thereby, protect racing participants and the wagering public.

Description:

The Department of Racing regulates and supervises all commercial greyhound racing meetings, conducts investigations, 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	953.4	998.3	970.6
Other Appropriated Funds	22.9	13.8	13.8
Other Non Appropriated Funds	368.0	362.0	361.5
Federal Funds	0.0	0.0	0.0
Program total	1,344.3	1,374.1	1,345.9
FTE Positions	17.0	17.0	17.0

◆ **Goal 1** To ensure that all participants and permittees involved in greyhound racing operate and perform in compliance with applicable Arizona racing-related statutes, rules, and regulations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Stewards' rulings Issued	122	106	110	115
Percent of original actions upheld on appeal	7.0	15.0	15.0	20.0
Percent of positive canine drug tests	0.02	0.10	0.08	0.05
Number of greyhound racing investigations conducted regarding compliance with rules	141	58	175	225
Percent of investigations resulting in disciplinary action	40.0	100	100	100
Percent of greyhound racing licensees with disciplinary action	.15	.14	.10	.08
Number of investigations resulting in disciplinary action	57	58	87	124
Number of canine drug tests conducted	5,747	3,940	5,600	5,600

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of licenses issued	582	1,422	1,100	1,000
Number of licenses denied	2	2	5	5
Number of background investigations conducted regarding licensing	384	58	475	550
Percent of background investigations resulting in disciplinary or enforcement action	12.0	34.5	17.5	20.0
Percent of license denials upheld on appeal	100.0	100.0	100.0	100.0
Number of background investigations resulting in disciplinary action	46	58	83	110

◆ **Goal 3** To license participants and inspect dogs and the facilities where they are maintained and to enforce compliance to insure the health, safety, and welfare of greyhounds with Arizona laws and regulations, and protect the integrity of the greyhound industry.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of facilities licensed	5	36	38	40
Number of inspections conducted at facilities	37	50	125	175
Number of inspections resulting in violations and disciplinary action	10	3	15	20
Number of litter inspections	141	127	175	200
Percent of breeding whelping inspections conducted for greyhounds whelped	17.0	20.0	22.5	25.0

◆ **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.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Number of equine drug tests conducted	530	540	600	600
Percent of breeders winning awards	14.0	8.0	12.0	14.0					
Average number of days that awards were processed before the deadline	4.25	3.2	3.5	3.75					

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Employee turnover rate	20.0	6.0	5.0	5.0
Number of employees who completed formal work-related training	6	4	5	6

RCA 2.0	Program Summary
	COUNTY FAIR RACING
	Luis A. Marquez, Assistant Director/Administration
	Phone: (602) 364-1695
	A.R.S. § 5-101 to 5-115

Mission:

To promote and improve county fair racing in Arizona and regulate and supervise county fair racing to ensure compliance with laws and regulations and, thereby, protect racing participants and the wagering public.

Description:

The Arizona Department of Racing, County Fair Racing, regulates and supervises all county fair horse racing meetings, provides staff to operate race meetings, conducts investigations, issues licenses, conducts equine drug testing, oversees wagering, conducts hearings on investigation referrals, collects revenues for the State and provides information upon request to the public and other agencies.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	387.4	308.5	308.5
Other Non Appropriated Funds	861.0	800.0	800.0
Federal Funds	0.0	0.0	0.0
Program total	1,248.4	1,108.5	1,108.5
FTE Positions	4.7	5.6	5.6

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of races supervised	513	534	560	575
Number of Stewards' rulings issued	122	41	60	85
Percent of original actions upheld on appeal	7.0	10.0	15.0	20.0
Percent of positive equine drug tests	2.80	2.00	2.00	1.75
Number of investigations conducted regarding compliance with rules	22	27	50	65
Number of county fair racing investigations resulting in disciplinary action	13	19	25	32
Number of county fair race days regulated	63	64	64	66
Number of county fair races supervised - including simulcasting	3,361	3,546	3,900	4,200
Percent of investigations resulting in disciplinary action	59.0	70.0	75.0	95.0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of licenses issued	420	716	650	500
Number of licenses denied	1	1	8	5
Number of background investigations conducted regarding licensing	83	23	95	135
Percent of background investigations resulting in disciplinary or enforcement action	20.0	9.0	35.0	40.0
Percent of license denials upheld on appeal	100.0	100.0	100.0	100.0
Number of license application denials upheld on appeal	7	1	5	7

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Amount of betterment monies distributed (thousands)	845.7	861.0	800.0	800.0

◆ **Goal 4** To encourage employment and retention of professional staff of the highest quality in order to best serve the needs and interest of the State and the hours racing industry.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Employee turnover rate	54.0	86.0	60.0	40.0
Number of employees who completed formal work-related training	1	0	2	4

RCA 3.0	Program Summary
	BOXING
	Luis A. Marquez, Assistant Director/Administration
	Phone: (602) 364-1695

Mission:

To regulate and supervise boxing events conducted in Arizona to protect all participants in these events.

Description:

The Department regulates and supervises all boxing, kickboxing, tough man, and mixed martial arts events in Arizona to ensure compliance with laws and regulations, thereby protecting all participants.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	90.8	78.4	78.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	90.8	78.4	78.4
FTE Positions	1.5	1.5	1.5

◆ **Goal 1** To ensure that all events under Commission jurisdiction held in the state are sanctioned by the Arizona State Boxing Commission and that all participants are duly licensed.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Number of boxing licenses issued	784	651	850	900
Number of bouts	200	200	250	275
Percent of bouts without serious injury to contestants	100	100	100	100
Number of boxing investigations versus the number of bouts	0/200	6/200	5/250	10/275
Number of events sanctioned	40	40	50	55
Number of license applications received	795	653	870	925
Percent of licenses issued for all applications received	99.0	98.0	98.0	98.0

◆ **Goal 2** To investigate all allegations of rules violations that may harm the athlete or the public.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of boxing investigations resulting in disciplinary action	n/a	33.0	35.0	50.0
Number of boxing investigations versus number of bouts	0/200	6/200	5/250	10/275
Number of boxing investigations	0	6	5	10

◆ **Goal 3** To ensure that all participants comply with all health requirements for their safety and the public

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Boxing-related medical exams submitted	400	400	500	550
Percent of Boxing-related medical exams accepted	100.0	100.0	100.0	100.0



AEA 0.0
Agency Summary
RADIATION REGULATORY AGENCY
 Aubrey Godwin, Director
 Phone: (602) 255-4845
 A.R.S. § 30-652 et seq.

Mission:

To protect the health and safety of the citizens of the State of Arizona from unnecessary radiation exposure from all natural and man-made sources.

Description:

The Arizona Radiation Regulatory Agency provides protection from unnecessary radiation exposure through inspection of radiation sources and their uses, effective response to radiological incidents, environmental sampling, and the certification of those performing nuclear medicine technology and those operating X-ray equipment.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ RADIOACTIVE MATERIALS/NON-IONIZING RADIATION	750.7	404.5	388.5
➤ X-RAY COMPLIANCE	280.6	450.6	436.0
➤ EMERGENCY RESPONSE	1,143.0	1,331.0	1,337.2
➤ RADIATION MEASUREMENT LABORATORY	433.9	662.1	651.0
➤ MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS	228.4	254.9	247.3
Agency Total	2,836.6	3,103.1	3,060.0

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,540.0	1,661.3	1,625.8
Other Appropriated Funds	228.4	254.9	247.3
Other Non Appropriated Funds	451.5	542.5	542.5
Federal Funds	616.7	644.4	644.4
Program total	2,836.6	3,103.1	3,060.0
FTE Positions	31.0	31.0	31.0

Strategic Issues:

Issue 1 *Relationship with federal agencies will remain uncertain.*

The U.S. Nuclear Regulatory Commission has reduced training support to the states. In addition, security requirements are increasing for the safety of radioactive materials. The Food and Drug Administration continues to support the mammography program. Other federal agencies may support some state activities.

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 7 years the U.S. Department of Energy has scheduled some 10,000 shipments of radioactive waste along I-40. The I-40 corridor, including the nearby railroad, is to be used for shipment of spent nuclear fuel and high level radioactive waste to the Nevada Test Site operated by the U.S. Department of Energy. These shipments are expected to occur after 2012. This will require the state to maintain a trained response team for possible radiation accidents within the state.

Issue 3 *Drinking water standards will be changing, and some may cause some problems with supplies.*

The U.S. Environmental Protection Agency has proposed new radiation standards for drinking water. In addition, EPA has adopted new standards for uranium which will cause some Arizona public water supplies to have to treat their water. The Agency, in association with the Department of Environmental Quality, will perform the assessments of the water supplies and the associated impacts on the public.

Issue 4 *Radiation monitoring of transportation systems may be required in the future.*

The transportation of high levels of radioactive material across northern Arizona may be of such public concern that the Agency is requested to perform monitoring of the shipments. The addition of security requirements for large quantity shipments may also require the ability to monitor them at ports of entry.

Issue 5 *X-ray tube head growth exceeds Agency resources.*

The number of x-ray tube heads in Arizona increases at a rate of about 4% per year. The staffing and equipment for the Agency is not keeping up with this rate of growth. The reduction in staff caused by reduced funding from the state has caused the Agency to be further behind in the inspection of x-ray facilities. The Agency may be as much as 35% behind in its inspection of x-ray tubes by 2006.

Issue 6 *A major radiation incident may occur within the next two years.*

Since 1979 a major radiation incident to which the Agency has responded has occurred approximately every four to five years.

Issue 7 *The growth of the number of certified x-ray technologists has exceeded the Medical Radiologic Technology Board of Examiners resources.*

The number of certified x-ray technologists in Arizona increases at a rate of approximately 10% per year. Staffing has not grown at a rate to maintain the staff to certificate ratio that was in effect in 1979 when there were only 1,488 certified technologists. There was an increase of due to recent changes in statutes. The resulting fees have provided funds which have now been made available to the Board.

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 any other major radiation accident. Currently, the state is averaging 2 shipments per month of quantities of radioactive material for which the U.S. Nuclear Regulatory Commission requires notice to the state of the shipment and consideration by the state of armed escorting the shipment.

AEA 1.0
Program Summary
RADIOACTIVE MATERIALS/NON-IONIZING RADIATION
 Art Nunez, Business Manager
 Phone: (602) 255-4845
 A.R.S. § 30-652 et seq.

Mission:

To ensure radiation health and safety for the people of Arizona by regulating the users of radioactive materials, particle accelerators and non-ionizing radiation sources.

Description:

The Radioactive Materials (RAM) and Non-Ionizing Radiation (NIR) subprogram licenses medical, industrial, and academic users of radioactive materials, 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	750.7	404.5	388.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	750.7	404.5	388.5
FTE Positions	7.0	7.0	7.0

◆ **Goal 1** To identify and license or register all users of radioactive materials or particle accelerators in Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of licenses	340	346	355	360
New licenses and renewals	74	90	80	80
Accelerator registrations	53	55	58	60
Accelerator registration actions	32	33	38	40
Customer satisfaction rating	7.5	7.2	7.2	7.2

◆ **Goal 2** To identify and register all new users of non-ionizing radiation sources in Arizona and renew registrations as appropriate.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Non-ionizing radiation licenses, active	660	736	800	800
Non-ionizing radiation licensing actions	294	300	310	320

◆ **Goal 3** To inspect all users of radioactive materials or particle accelerators according to Agency regulations.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of radioactive materials inspections	132	110	120	140
Accelerator inspections	15	20	20	20

Explanation: Estimates assume that budget request for additional staffing is approved.

◆ **Goal 4** To inspect NIR users to assure conformance with radiation safety regulations

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Non-ionizing radiation licenses inspected	127	122	160	160

Explanation: Staff shortage due to staff injury and conducting ionizing radiation inspections.

◆ **Goal 5** To show agency-wide goals and objectives as shown in Budget Act.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Administration as a per cent of total expenditures	14.4	14.4	14	14

AEA 2.0

Program Summary
X-RAY COMPLIANCE

Art Nunez, Business Manager
Phone: (602) 255-4845
A.R.S. § 30-652 et seq

Mission:

To protect the citizens of Arizona from overexposure or unnecessary exposure to x-ray radiation.

Description:

X-Ray Compliance is responsible for the registration of x-ray machines and the regulation of x-ray radiation. Inspection of all x-ray facilities and equipment utilizing x-rays is performed routinely, including mammographic, chiropractic, dental, veterinary, industrial and medical disciplines. The subprogram supports safe use by operators and the minimization of patient exposure.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	196.1	345.3	330.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	84.5	105.3	105.3
Program total	280.6	450.6	436.0
FTE Positions	7.0	7.0	7.0

◆ **Goal 1** To register all x-ray tubes within the State of Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
X-Ray tubes registered	11,683	12,281	12,800	13,400

◆ **Goal 2** To inspect all x-ray tubes to ensure continuous compliance with health and safety standards.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
X-Ray tubes inspected	2,262	1,840	1,900	1,900
Percent of x-ray tubes inspected	19.4	14.9	16	16
Explanation:	As the number of x-ray tubes increase a fixed number of inspectors will inspect a smaller percent of the total.			
X-ray machines inspected	2,197	1,415	1,800	1,800
Explanation:	The number of available inspectors limits the number of inspections.			
Percent of x-ray tubes overdue for inspection	22.00	39.30	39.00	39.00
Explanation:	Staffing shortages will force the percentage overdue for inspection to increase.			

◆ **Goal 3** To certify facilities using mammography equipment in accordance with Federal legislation.

◆ **Goal 4** To improve efficiency of subprogram database changes and tracking of applications.

AEA 3.0

Program Summary
EMERGENCY RESPONSE

Art Nunez, Business Manager
Phone: (602) 255-4845
A.R.S. § 30-652 et seq

Mission:

To respond to and provide the necessary planning and technical assistance to resolve any incidents involving radiation or sources of radiation occurring in Arizona, including fixed nuclear facilities.

Description:

The Emergency Response subprogram prepares, coordinates and tests the technical portion of Arizona's Fixed Nuclear Facility Emergency Response Plan, including radiation effects assessment and protective action recommendations. The subprogram trains hazardous materials response teams (law enforcement, fire and medical personnel) in initial response to radiation-related incidents, including preparation for high level radioactive waste, transuranic and spent nuclear fuel shipping campaigns. The subprogram also responds to radiation incidents statewide, supports the state's multi-agency task force on terrorism with respect to weapons of mass destruction; maintains a large inventory of emergency equipment; calibrates and provides civil defense instruments to HAZMAT organizations and conducts training of and directs a 50-member monitor pool. The subprogram also arranges for the disposal of abandoned radioactive material sources.

(Thousands)

Funding and FTE Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	460.3	624.2	630.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	204.7	222.7	222.7
Federal Funds	478.0	484.1	484.1
Program total	1,143.0	1,331.0	1,337.2
FTE Positions	4.0	4.0	4.0

◆ **Goal 1** To respond effectively to any radiological incidents or accidents within Arizona.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Radiological incidents (non-Palo Verde related)	15	13	18	18
Radiological incidents (Palo Verde related)	3	0	1	1

◆ **Goal 2** To promote Agency radiological incident response capabilities within the State's HAZMAT community.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of contact procedure pamphlets distributed to users	1,000	1500	1,000	1,000
Number of assistance requests (state, local or federal agency)	12	20	15	15
Number of Spent Nuclear Fuel or Large Quantity Radioactive Material Shipment	36	53	25	25

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of volunteers trained	175	300	200	200
Number of monitoring team members	42	50	52	52

◆ **Goal 4** To ensure that HAZMAT teams around the state are capable of effective first response to incidents involving radioactive materials.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of instrument kits distributed to qualified teams	40	42	40	50
Number of response team members trained	196	132	250	300

AEA 4.0

Program Summary
RADIATION MEASUREMENT LABORATORY

Art Nunez, Business Manager
Phone: (602) 255-4845
A.R.S. § 30-652 et seq

Mission:

To measure and monitor man-made and naturally occurring radiation sources throughout the state with an emphasis on nuclear reactor facilities, uranium mining operations, and drinking water.

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.

(Thousands)

Funding and FTE Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	132.9	287.3	276.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	246.8	319.8	319.8
Federal Funds	54.2	55.0	55.0
Program total	433.9	662.1	651.0
FTE Positions	8.0	8.0	8.0

◆ **Goal 1** To analyze environmental samples to ensure that no radioactivity beyond background is present.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of environmental sample analyses	6,605	5,992	6,500	6,500

◆ **Goal 2** To analyze radon test canisters for the presence of radon in public schools above the recommended action level established by the U.S. Environmental Protection Agency (EPA).

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Radon canisters analyzed	385	0	400	400

Explanation: Equipment was broken. Replacements have now been completed.

◆ **Goal 3** To monitor statewide population centers and mining concerns for radiation.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
TLD monitoring sites	0	0	0	0
Air samples stations throughout the state	0	0	0	0

Explanation: Due to budget restrictions this program suspended.

◆ **Goal 4** To maintain designation as a primacy laboratory for valid data.

◆ **Goal 5** To provide laboratory support to the Department of Environmental

Quality drinking water and mining programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of water samples analyzed	73	60	40	40

◆ **Goal 6** To participate in training and respond to incidents involving radioactive material that may also be an act of terrorism.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of practices/responses	1	0	1	1

AEA 5.0 **Program Summary**
 MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS
 Art Nunez, Business Manager
 Phone: (602) 255-4845
 A.R.S. § 32-2801 et seq

Mission:

To protect the health and safety of the people in Arizona against the harmful effects of excessive and improper exposure to medically applied ionizing radiation.

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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	228.4	254.9	247.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	228.4	254.9	247.3
FTE Positions	5.0	5.0	5.0

◆ **Goal 1** To assure qualifications and issue certificates to qualified applicants.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Qualified technologists certified, total	5,889	7,702	7,702	8,294
Certificates issued within 30 days	1,278	1,070	1,070	1,169
Number of active medical radiologic technologist certificates	6,745	8,898	8,978	8,978

◆ **Goal 2** To enforce A.R.S. § 32-2801 et seq.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of complaints	76	87	92	101
Number of complaints resolved	59	75	81	90

◆ **Goal 3** To conduct investigations required by A.R.S. § 32-2821(B).

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of investigations	72	87	88	97



RPA 0.0

Agency Summary
ARIZONA RANGERS' PENSIONS

Janet Napolitano, Governor
Phone:
A.R.S. § 41-951

Mission:

To provide compensation for time spent as an Arizona Ranger.

Description:

The Arizona Rangers' Pension provides monthly benefits for retired rangers and their surviving spouses.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	12.6	12.8	13.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	12.6	12.8	13.0
FTE Positions	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 the one remaining Arizona Ranger's widow.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Stipend (in dollars)	12,300	12,600	12,800	13,000



REA 0.0

Agency Summary

DEPARTMENT OF REAL ESTATE

Elaine Richardson, Commissioner
 Phone: (602) 468-1414
 A.R.S. § 32-2101 et seq

Mission:

To protect the public interest through licensure and regulation of the real estate profession in the State of Arizona.

Description:

The Department regulates real estate, cemetery, and membership camping licensees, including the approval and monitoring of pre-licensing and continuing education courses to ensure the quality content of courses and the competence of instructors, as well as the quality and timeliness of materials being taught. The Department oversees the activities of licensees, investigates complaints against licensees and land developers, and participates in administrative hearings pertaining to their conduct. The Department regulates the sale of subdivided and certain unsubdivided lands, timeshares, condominiums, membership campgrounds, and cemeteries. The Department also administers a recovery fund program available to persons who have sustained out-of-pocket losses and have obtained an otherwise uncollectible money judgment against a licensee for conduct violating statutory duty.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,201.9	3,658.3	3,529.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	274.0	245.1	243.9
Federal Funds	0.0	0.0	0.0
Program total	3,475.9	3,903.4	3,773.4
FTE Positions	65.4	65.4	65.4

Strategic Issues:

Issue 1 IMPLEMENTATION OF PHASE II OF THE ONLINE LICENSING RENEWAL SYSTEM (OLRS)

On February 14, 2005, the Department unveiled Phase I of the Online License Renewal System (OLRS). The project was done in conjunction with GITA and IBM. The usage of the system for the 4.5 months through the end of June has far surpassed the expectations of not only State personnel but also of IBM. Phase II will allow brokers to create/delete branch offices and to transfer (hire/sever) employees between branches. It will also allow them easier access to their employee's records and to reprint licenses. This phase will also allow entities/businesses with licenses to renew online. Sales licensees will be able to print a copy of their application as it was submitted. There will also be new security enhancements.

Issue 2 RECRUITMENT AND RETENTION

State worker salaries are below market, which has created a "gaping hole" between what the public sector pays for like positions in the private sector. The lack of parity in pay makes it extremely difficult to find and hire qualified people. Often the Department loses an employee after they are trained. This is not cost effective to the Department or the State.

Issue 3 ENHANCE THE DEPARTMENT'S ABILITY TO PROSECUTE VIOLATIONS OF THE REAL ESTATE STATUTES AND RULES

Because of the increased number of licensing and subdivision cases being referred to the Attorney General's Office for prosecution, the AG staff cannot keep up with the workload. Not only is the sheer volume of cases a problem, but also the complexity, especially of the subdivision cases, requires more and more time for research and case development. We currently have 1-1/3 attorneys assigned to the Department. To help cover the increased workload, the Department is seeking to acquire the services of two additional Attorneys General.

Issue 4 MAINTAIN QUALITY SERVICE AND ADMINISTRATIVE

EFFICIENCY

In FY 05, the Department processed over 82,700 applications. These included over 16,000 new applications that required creation of a new file. Each application generated at least one or more pieces of paper. This was in addition to approximately 80,700 existing licensing files and 20,000+ existing in-office subdivision files. File room staff struggles to stay current, however we are sometimes months behind due to sheer volume. To help with this continuously growing mountain of paper, the new OLRs system allows transactions done online to be saved electronically. However, the impact on the amount of paper generated will still be minimal.

◆ **Goal 1** To continuously improve upon customer service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of department customer service surveys indicating good to excellent service	99.60	96.9	99.00	99.00

◆ **Goal 2** To review and approve new courses quickly and efficiently.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average days from receipt to approval of course	11.9	9.2	14	14

◆ **Goal 3** To improve the quality of class offerings and instructors by monitoring and auditing more classes.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Classes monitored	30	49	100	100

◆ **Goal 4** To create and maintain procedures to process and print a license in an efficient and timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average days from receipt of application to issuance of real estate license	4.80	8.2	6.0	5.0
Total real estate applications received	64,700	79,465	90,000	100,000
Number of real estate licensees	65,200	72,761	80,000	88,000

◆ **Goal 5** To provide better customer service to licensees.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of licensee customer service surveys indicating good to excellent service	98.8	96.7	95	95

◆ **Goal 6** To audit and document brokers' compliance with timely maintenance of legally required records.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of brokers audited per year	24	52.8	52	52
Percent of surveys indicating "good" to "excellent" service	100	100	98	98
Percentage of audits requiring re-audit or forwarding to Investigations for further action	.04	.004	.01	.01

◆ **Goal 7** To reduce the hearing caseload through viable alternatives.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of cases resolved through viable alternatives to the hearing process	60	71.9	60	60

◆ **Goal 8** To monitor and enforce compliance with ordered or stipulated terms or provisions.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of cases reviewed	81	93	85	85
Number of cases referred the Attorney General's Office for further action	0	0	10	10
Number of cases referred for collection	21	21	10	10

◆ **Goal 9** To maintain the timeliness of the investigative process.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average calendar days from receipt of real estate or subdivision complaint to resolution	141.30	180	180	180
Total real estate or subdivision complaints investigated	1,135	1200	1,200	1,200

◆ **Goal 10** To improve customer service through the timely issuance of public reports.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average number of calendar days to issue deficiency letter on subdivision applications received	16.20	27.9	50.00	40.00
Number of subdivision filings received	2,212	2,171	2,344	2,258
Percentage of customer survey responses rating the service they received as "good" to "excellent."	100	100	98	98
Average number of days to issue a public report.	n/a	61.5	60	60

◆ **Goal 11** To maintain an appropriate ratio of administrative costs in relation to the Department's appropriation.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of administrative costs	19.4	18.9	20	20



BRA 0.0

Agency Summary
BOARD OF REGENTS

Joel Sideman, Executive Director
Phone: (602) 229-2524
A.R.S. § 15-1621

Mission:

To ensure access for qualified residents of Arizona to undergraduate and graduate instruction; promote the discovery, application and dissemination of new knowledge; extend the benefits of university activities to Arizona's citizens outside the university; and to maximize the benefits derived from the State's investment in education.

Description:

The Arizona Board of Regents is the governing body for Arizona's three state universities. Consistent with its constitutional authorities, the Board makes planning and policy decisions regarding the state universities. The Board hires the university presidents and the executive director for the Board, to whom the Board assigns the responsibility of management. The Board acts as the legal entity responsible for the universities and accounts to the legislative and executive branches of government for the resources appropriated to the universities and the Board.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ GOVERNANCE	54,096.4	64,872.5	62,724.1
➤ STUDENT ASSISTANCE	6,359.3	8,065.4	13,732.5
Agency Total	60,455.7	72,937.9	76,456.6

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,326.1	9,105.2	15,375.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	53,301.3	62,677.8	60,451.4
Federal Funds	828.3	1,154.9	629.5
Program total	60,455.7	72,937.9	76,456.6
FTE Positions	28.7	28.7	28.7

Strategic Issues:

Issue 1 Increase Student Participation in University Education

Includes access to university level education for Arizona citizens, including traditionally underrepresented students and non-traditional students, by: a) monitoring the numbers of Arizona residents admitted and graduated, b) supporting programs for increasing the number of qualified high school graduates, the percentage of qualified students admitted, and the percentage of students graduated, recognizing the role of national and international students in enriching the learning environment, and c) ensuring that enrollment management plans are an integral part of each university's strategic plan.

Issue 2 Enhance the Quality of Student Education

Includes continued emphasis on learner-centered education at undergraduate, graduate and professional school levels, demonstrating that academic programs are relevant and successful, providing programs for time- and place-bound non-traditional students throughout the state, and customizing instruction to recognize individual student learning styles.

Issue 3 Increase Affordable Education for Students

Includes maintaining or reducing the net price of education through financial aid for needy undergraduate Arizona residents without requiring excessive additional student loans.

Issue 4 Provide an Educated, Competitive Workforce

Includes providing programs to help meet the needs of the Arizona workforce.

Issue 5 Enhance Research and Impact Economic Development

Includes encouraging scholarly research and creative expression at a globally competitive level, focusing basic and applied research resources on areas that support economic development, building partnerships with business, government and education entities to support research and improved technology transfer.

Issue 6 Optimize University Resource Acquisition and Work Environment

Includes increasing funding consistent with the Vision and Mission to enhance competitive human, operating and capital resources with a particular emphasis upon competitive compensation to develop highly motivated faculty and staff, and maintaining a physical workplace environment; capitalizing on new and emerging technologies conducive to the highest level of teaching, research and public service.

BRA 1.0

Program Summary
GOVERNANCE

Art Ashton, Asst Exec Director for Strategic Planning
Phone: (602) 229-2524
A.R.S. § 15-1621

Mission:

To assist the Board and the universities in setting policy and establishing planning criteria for the Arizona University System and in overseeing and evaluating programmatic and fiscal areas.

Description:

The governance function of the Board serves the universities and the public in the following major programmatic areas: strategic planning activities, financial policy and oversight, including the review and analysis of tuition and university budgets; capital development process management; administration of several financial assistance programs; human resource policy oversight; oversight of Arizona Universities Network (AZUN) activities; coordination and recommendations on academic and student service requirements and standards; internal audits of the universities; oversight of Information Technology projects; review of public outreach strategies for the Board; and, participation in public meetings.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	795.1	2,194.7	2,272.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	53,301.3	62,677.8	60,451.4
Federal Funds	0.0	0.0	0.0
Program total	54,096.4	64,872.5	62,724.1
FTE Positions	27.9	27.9	27.9

◆ Goal 1 To assist the Board in accomplishing its annual Action Plan Strategic Issues.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Action Plan Objectives substantially completed (Action Plan Objectives not used in 1999)	20	19	26	26
Percent of action plan objectives substantially completed	100	100	100	100

◆ Goal 2 To communicate with universities and their constituents and stakeholders on Board policies and initiatives.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of media/individual/group briefings conducted	800	321	200	200
Number of stakeholder briefings conducted	30	57	50	50

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◆ Goal 3 To perform Internal Audits of the universities.					Number of first year Western Interstate Commission for Higher Education awards	47	45	74	74
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Explanation: The FY 2006 estimate reflects the Board's budget request for a 21% funding increase for WICHE subsidies				
Audits scheduled	24	18	23	25	Percent of recipients returning to practice in Arizona	75	75	72	73
Audits performed on universities	19	12	20	25	Number of Eisenhower applications processed (program being phased out in FY2004)	31	0	0	0
Specific audit recommendations reported to Board	47	25	50	50	Percent of applications processed that result in Eisenhower awards (program being phased out in FY2004)	61	0	0	0
◆ Goal 4 To allocate and monitor Proposition 301 TRIF funds					Number of Eisenhower awards--depending on federal funding (program being phased out in FY2004)	19	0	0	0
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Number of Improving Teacher Quality (ITQ) grants awarded (depend on funding)	n/a	22	15	15
Number of projects funded	17	19	18	21					
Performance measures monitored	212	217	215	186					



BRA 2.0	Program Summary
	STUDENT ASSISTANCE
Gale Tebeau, Asst. Exec. Director	
Phone: (602) 229-2522	
A.R.S. § 15-1642, 15-1742, 15-1746	

Mission:

To provide financial assistance to students and to strengthen the teaching skills of teachers in elementary and secondary mathematics and science education.

Description:

The Arizona Board of Regents directly administers two financial assistance programs: (1) Western Interstate Commission on Higher Education (WICHE)--for students who choose careers in Osteopathy, Dentistry, Veterinary Medicine, Occupational Therapy, Optometry, and Physicians Assistants; and (2) Improving Teacher Quality Grants - for projects whose aim is to support the development of highly qualified principals and K-12 teachers in the content areas of language arts-English, science, mathematics, social studies, and technology in the content areas. Also, two student assistance programs are appropriated to the ABOR but are administered by the universities: 1) Arizona Financial Aid Trust-- immediate aid to students who are underrepresented in the population of the university or students who demonstrate a clear need for financial aid and creates an endowment for future aid; and (2) Arizona Teacher Incentive Program--loans to students in teaching training programs in deaf and blind education at the University of Arizona.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	5,531.0	6,910.5	13,103.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	828.3	1,154.9	629.5
Program total	6,359.3	8,065.4	13,732.5
FTE Positions	0.8	0.8	0.8

◆ Goal 1 To continue extending access to a university education by providing and administering various financial assistance programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Western Interstate Commission for Higher Education awards	161	157	203	203
Explanation: The FY 2006 estimate reflects the Board's budget request for a 21% funding increase for WICHE subsidies				
Number of first year WICHE applications meeting eligibility requirements	226	210	270	270
Number of first year WICHE applications processed	239	229	280	80

RGA 0.0	Agency Summary REGISTRAR OF CONTRACTORS
Israel G. Torres, Director	
Phone: (602) 542-1525	
A.R.S. § 32-1101	

Mission:

To promote quality construction by Arizona contractors through a licensing and regulatory system designed to protect the health, safety, and welfare of the public.

Description:

The agency licenses and regulates residential and commercial contractors and investigates and resolves complaints against licensed and unlicensed contractors. It administers the Residential Contractors Recovery Fund, designed to reimburse residential property owners for improper workmanship by licensed residential contractors.

	(\$ Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ REGULATORY AFFAIRS	9,475.1	9,890.6	9,600.3
➤ RECOVERY FUND	5,755.4	6,028.2	6,168.4
Agency Total	15,230.5	15,918.8	15,768.7

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,475.1	9,890.6	9,600.3
Other Non Appropriated Funds	5,755.4	6,028.2	6,168.4
Federal Funds	0.0	0.0	0.0
Program total	15,230.5	15,918.8	15,768.7
FTE Positions	146.0	146.8	146.8

Strategic Issues:

Issue 1 Employee Compensation

The inability to attract experienced personnel due to inadequate salary levels will continue to be a constraint in the delivery of acceptable levels of service. Special recruitment rates need to be upgraded for skilled professionals needed by the agency. Salary steps should be introduced into the salary matrix for employees to move higher within their grade based on the length of their tenure and acceptable job performance. Steps would also help compensate for increased costs in health premiums.

Issue 2 Delivery of Services

Unprecedented construction activity, spurred by a high demand for housing coupled with historically low interest rates, has created an expansion of geographical boundaries of our major towns and cities in the State. The ability of our agency to provide adequate service to our growing population will be severely tested in the next few years with a static FTE base.

RGA 1.0	Program Summary REGULATORY AFFAIRS
Wilma Himel, Budget & Planning Officer	
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.

Description:

The program licenses and regulates residential and commercial contractors and investigates and resolves complaints against licensed and unlicensed contractors.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,475.1	9,890.6	9,600.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	9,475.1	9,890.6	9,600.3
FTE Positions	138.0	138.8	138.8

◆ **Goal 1** To expedite the licensing of qualified applicants.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total number of contractors licensed in state	50,657	52,242	53,914	55,639
Percent of licensing customers indicating they received excellent service	91	91	92	93

◆ **Goal 2** To provide quality and timely service to the customer in the investigation of complaints against persons found to be in violation of contracting or related laws or regulations of the State of Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of complaints received - unlicensed contractors	2,019	2303	2377	2453
Percent of investigations resulting in conviction	28	17	18	18

◆ **Goal 3** To rapidly resolve complaints filed against licensed contractors.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total inspections conducted	10,900	12530	12931	13345
Percent of inspections customers indicating they received excellent service	88	89	90	91

◆ **Goal 4** To effectively meet the information needs of the public and the support requirements of the agency.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Incoming telephone calls	215,191	327351	337826	348637
Number of hits to agency website	546557	754739	778891	803815

◆ **Goal 5** To maintain timely processing of cases referred to the Office of Administrative Hearings.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of cases resulting in a Citation for Hearing	2804	3230	3422	3696
Total number of disciplinary license revocations and suspensions	1423	1448	1494	1542

RGA 2.0

Program Summary
RECOVERY FUND

Wilma Himel, Budget & Planning Officer
Phone: (602) 542-1525
A.R.S. § 32-1131

Mission:

To reimburse 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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,755.4	6,028.2	6,168.4
Federal Funds	0.0	0.0	0.0
Program total	5,755.4	6,028.2	6,168.4
FTE Positions	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.



UOA 0.0
Agency Summary
 RESIDENTIAL UTILITY CONSUMER OFFICE
 Stephen Ahearn, Director
 Phone: (602) 364-4838
 A.R.S. § 40-461 et. seq.

Mission:

To obtain the lowest reasonable utility rates for residential consumers by advocating on their behalf in regulatory proceedings involving public service corporations, except member-owned nonprofit cooperative corporations, before the Corporation Commission.

Description:

The Residential Utility Consumer Office (RUCO) examines primarily rate cases presented to the Corporation Commission and applies accounting, legal and other criteria for determining in which cases to intervene. The technical and legal staff researches and analyzes these cases and, with the targeted use of specialized consultants, determines an appropriate position for residential ratepayers. RUCO then advocates that position before Commission proceedings.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	992.2	1,206.2	1,175.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	992.2	1,206.2	1,175.1
FTE Positions	12.0	12.0	12.0

Strategic Issues:

Issue 1 Dynamic regulatory and industry climate

In addition to responding to electric industry consolidation and changes to electricity markets, RUCO will be extremely busy at the Commission with issues surrounding the emerging new competitive telecommunications environment. The largest natural gas utility has applied for rate treatment very different from the previous bargain struck with regulators. Water issues will become increasingly complex in the next year, as companies strive to attract adequate capital to acquire the specialized equipment to remedy arsenic problems endemic in Arizona, the deadline for which is January 2006. Electric utilities can be expected to press for rate increases driven by high fuel prices and will have to respond to grassroots-led efforts to alter their "business as usual" practices to incorporate increasing amounts of renewable energy and efficiency programs in their portfolios. The principal telecom incumbent is seeking additional freedom from regulation to operate in those areas of its business that are now demonstrably competitive. The natural gas case seeks to transfer costs from the commodity to the fixed component of the bill, potentially disadvantaging consumers who use very low volumes of natural gas. The costs associated with water company responses to the new federal arsenic standards will have to be recovered in rates. Arizona utility consumers will need to have their interests actively guarded in the next year. RUCO will intervene in all these cases and more.

Issue 2 Public awareness of agency services, resources, operations and funding

RUCO met no opposition for its requested funding during the most recent legislative session, due in large measure to direct outreach efforts with elected officials. Nevertheless, the agency needs to continue its awareness-raising efforts generally, as the combination of the narrow scope of its operations, its very small budget and low headcount make it difficult to reach consumers effectively. In addition to the outreach efforts listed in Issue 3 below, RUCO will institute a formal press relations effort scaled to ensure that the positions, activities and successes of the agency are better and more widely known.

Issue 3 Education and Outreach

RUCO staff will continue to monitor and participate in federal and state activities consistent with the mission of the office and efforts will be made to more

effectively communicate the information gained through those activities to interested constituencies. RUCO utilizes an outreach program which relies primarily on electronic communications through a bi-monthly email newsletter and the agency website. Expansion of the newsletter mailing list and enrichment of the website will continue to be part of ongoing efforts in this area. Despite somewhat limited travel funds, agency personnel will continue to attend public hearings of the Corporation Commission that are held outside of Maricopa County and utilize these opportunities to increase public awareness of the office and its mission.

◆ **Goal 1** To perform preliminary analyses of all pertinent cases filed at the Arizona Corporation Commission to determine the necessity of our intervention.

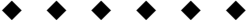
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of cases analyzed	86	72	80	80
RUCO interventions in rate making	13	10	10	10

◆ **Goal 2** To secure for residential utility ratepayers the lowest reasonable rates.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of utility rate hearings	6	3	4	4
Number of utility hearings	8	4	6	6
Average rate increase requested by utilities (millions)	2.2	180.2	20	20
Average rate increase recommended by RUCO (millions)	.9	2.9	8	8
Average rate increase approved by ACC (millions)	1.0	79.4	12	12
Percent variance between utilities' request for rate increases and the actual ACC authorized rates	n/a	56	40	40

◆ **Goal 3** To protect residential consumer interests in matters involving competitive issues before the Arizona Corporation Commission.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
RUCO interventions in cases involving competitive issues	3	4	2	2
Administration as a percentage of total cost	4.4	4.4	4.4	4.4
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

Mission:

To exercise state regulatory authority over respiratory care practitioners by granting licenses; maintaining public records for all practitioners within Arizona; and enforcing rules and statutes to ensure the public health, welfare, and safety.

Description:

Respiratory Care Technicians work in therapeutic, surgical, and/or clinical settings to monitor respiration and lung health, as well as to diagnose and treat disorders. The Board of Respiratory Care Examiners regulates the practice of respiratory care in Arizona. The Board examines and licenses respiratory care practitioners based on minimum competency standards set by the Legislature. Additionally, the Board enforces state laws, rules, and regulations set forth to ensure public safety and investigates complaints filed against a member of the professional community.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	189.5	194.5	189.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	189.5	194.5	189.0
FTE Positions	4.0	4.0	4.0

Strategic Issues:

Issue 1 Electronic efficiency

The IT system is very out of date and the information we need to provide to the Governor, Legislators, other health regulatory entities, licensees and the public is getting ever more complex. The Board is endeavoring to add efficiencies to our data management plan.

◆ **Goal 1** To process license and renewal applications in a timely, accurate manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
New and temporary licenses issued	617	620	618	618
Average number of days from receipt to granting a temporary license	1	1	1	1
Total number of applications for permanent licenses	1,185	1175	1,175	1,185

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Complaints received	113	105	115	115
Average days from receipt of complaint to resolution	82	58	81	80
Average monthly backlog of complaints not yet resolved	1	1	1	1
Number of licenses revoked or suspended	27	22	20	20
Total number of practitioners investigated	113	104	115	115
Percent of investigations resulting in disciplinary or enforcement action	38	35	42	42
Percent Licensees with disciplinary action	3	3	3	3



RTA 0.0

Agency Summary
STATE RETIREMENT SYSTEM

Paul Matson, Director
Phone: (602) 240-2031
A.R.S. § 38-712

Mission:

To benefit our members, the Arizona State Retirement System (ASRS) will be a leading state benefit plan administrator in the areas of core member services, funded status, investment performance, and operational effectiveness, while keeping program benefits and associated costs relatively aligned and maintaining actuarial and fiscal integrity.

Description:

The Arizona State Retirement System provides pension, survivor, disability, health insurance, and educational services for most public sector employers in Arizona, including state universities and colleges, public school districts, local and county governments, and the State of Arizona. As of June 30, 2005, the ASRS had a market value of approximately \$22.4 billion dollars and had a total membership of over 400,000 members (actively contributing, inactive, retired, and disabled members).

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ MEMBER SERVICES	170,383.4	172,292.4	173,445.5
➤ ADMINISTRATION AND SUPPORT	4,234.1	4,389.9	5,558.4
➤ INFORMATION TECHNOLOGY PLAN	27,534.8	27,746.7	27,746.7
➤ INVESTMENT MANAGEMENT	1,505.0	6,378.7	2,954.9
Agency Total	203,657.3	210,807.7	209,705.5

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	15,776.5	22,926.9	21,824.7
Other Non Appropriated Funds	187,880.8	187,880.8	187,880.8
Federal Funds	0.0	0.0	0.0
Program total	203,657.3	210,807.7	209,705.5
FTE Positions	199.0	221.0	241.0

Strategic Issues:

Issue 1 Work to minimize contribution rate increases for the ASRS Defined Benefit Plan (The Plan)

Plan contribution rates are projected to increase in the near term, at a time when public employers are being asked to limit requests for additional spending. The ASRS must continue to review, consider, and analyze its funded status, future contribution rate trends, and elements of plan design to ensure that it fulfills its statutory purpose in the most equitable, efficient, and effective manner possible.

Issue 2 Analyze ways to achieve long-term affordability, accessibility, and sustainability for the retiree health insurance program

Rising health care costs and complexities associated with delivering health insurance to both medicare and non-medicare eligible retirees who live in rural and urban areas will continue to be an issue for the ASRS. The ASRS must continue to look for new ways to maintain an affordable and accessible health insurance program for its retirees.

Issue 3 Develop a long-term strategy for the ASRS Defined Contribution Plan

(The System)

As of June 30, 2004, there were 2,116 members left in the ASRS Defined Contribution Plan, or "System", which has been closed to new members since the Defined Benefit "Plan" was adopted in 1972. All but a small handful of these members (287) are retired. As the average age of the System population continues to increase, the ASRS must examine whether it should adopt a separate strategy for the System.

Issue 4 Successfully implement a Real Estate Portfolio for inclusion in the ASRS's overall asset allocation

In August 2003, the ASRS Board of Trustees voted to modify the asset allocation targets to include the addition of a real estate allocation. In July 2004, the Board of Trustees voted to implement the real estate program as recommended by the Board Investment Review Committee. It is important that the ASRS receive the resources necessary to successfully implement the new portfolio so it can positively contribute to the ASRS's overall investment strategy.

Issue 5 Successfully implement the ASRS Business Re-Engineering and Information Technology Plan

Current business processes are a mix of manual paper and processing activities, and multiple information technology systems. This environment has proven itself to be inefficient in handling the growth in ASRS members and services, causing significant backlogs and increasing levels of member dissatisfaction. Since July of 2002, the ASRS has been implementing a business re-engineering and information technology plan that will improve business processes and prepare the ASRS for future growth. It is imperative that the implementation of this project be successful so the ASRS can meet its goals and achieve its Vision.

RTA 1.0

Program Summary
MEMBER SERVICES

Anthony Guarino, Deputy Director, Chief Operations Officer
Phone: (602) 240-2077
A.R.S. § 38-755

Mission:

To administer benefits to ASRS members in an accurate, timely, efficient, and cost-effective manner.

Description:

The Member Services Program is comprised of the Member Services, Financial Services, and Information Services Divisions of the ASRS. These three divisions are collectively responsible for delivering services to ASRS members.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,093.8	12,002.8	13,155.9
Other Non Appropriated Funds	160,289.6	160,289.6	160,289.6
Federal Funds	0.0	0.0	0.0
Program total	170,383.4	172,292.4	173,445.5
FTE Positions	138.0	158.0	174.0

◆ **Goal 1** To give members easy access to expert counseling, education, and retirement planning tools.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Total number of Pre-Retirement Seminars (statewide)	72	90	90	90
Total number of Pre-Retirement Seminar attendees (statewide)	3,618	2,778	5,000	5,000
Percent of overall member satisfaction with Pre-Retirement Seminars	91	90	90	90
Percent of overall member dissatisfaction with Pre-Retirement Seminars	1	2	5	5
Total number of Group Counseling Sessions (statewide)	221	219	300	300

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Total number of Group Counseling Session attendees (statewide)	4,020	4,789	5,000	5,000	Total amount disbursed for rural premium benefit, in addition to the basic premium benefit (in thousands)	16,044	17,413		
Percent of overall member satisfaction with Group Counseling Sessions	90	91	90	90	Number of enrollments and declines processed	23,441	24,325		
Percent of overall member dissatisfaction with Group Counseling Sessions	2	2	5	5	Number of manual adjustments performed	16,915	11,413		
Total number of walk-ins (Phoenix and Tucson)	24,008	28,105	28,000	28,000	Percentage of overall member satisfaction with the health insurance enrollment or coverage change process	76	80	85	90
Percent of overall member satisfaction with walk-in service	91	89	90	90	Percentage of overall member satisfaction with responses to health insurance vendor inquiries	76	76	85	90
Percent of overall member dissatisfaction with walk-in service	2	5	5	5	Number of months needed to determine eligibility	6	6	6	6
◆ Goal 2 To provide members with fast turnaround times on service requests					Number of open claims	59,112	58,220		
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Number of new claims	1,115	940		
Number of service purchase cost letters requested	19,952	17,693	18,000	18,000	Number of late claims	45	44		
Number of service purchase cost letters completed	14,148	15,689	16,500	16,500	◆ Goal 5 To make calculations, payments, and disbursements timely, routinely, and correctly				
Average number of business days to complete a service purchase cost letter	51	68	20	20	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of service purchase cost letters processed accurately	99.09	96.95	98	98	Number of new retirements processed	6,224	6,298	7,041	7,872
Percent of overall member satisfaction with the service purchase cost letter process (those responding very satisfied or satisfied)	69	61	80	90	Percent of overall member satisfaction with the retirement application process for new retirees	83	83	85	90
Percent of overall member dissatisfaction with the service purchase cost letter process	17	24	10	5	Percent of overall member dissatisfaction with the retirement application process for new retirees	9	8	5	5
Number of benefit estimate requests received	13,500	11,394	12,000	12,000	Number of forfeiture requests received	6,708	6,903	7,504	8,156
Number of benefit estimate requests completed	12,884	11,182	11,800	11,800	Number of forfeiture requests processed	6,127	6,903	7,504	8,156
Average number of business days to complete benefit estimate request	6.00	5.73	2	2	Average number of business days to complete forfeiture request	26.8	39.29	25	25
Percent of overall member satisfaction with the benefit estimate process	84	80	87	90	Percentage of forfeitures processed accurately	100	100	98	98
Percent of overall member dissatisfaction with the benefit estimate process	7	5	5	5	Percentage of overall member satisfaction with the Forfeiture (withdrawal of contributions) process (those responding "very satisfied" or "satisfied")	64	69	85	90
◆ Goal 3 To provide members with instant access to up-to-date account information.					Percent of overall member dissatisfaction with the forfeiture process	10	12	6	5
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Total number of deaths reported (retired and non-retired)	2,822	2,794	3,126	3,497
Number of calls received	204,161	256,661	280,000	310,000	Percentage of overall member satisfaction with the survivor benefit process (those responding "very satisfied" or "satisfied")	78	81	85	90
Average response time for incoming calls (in seconds)	53	223.24	60	60	Percent of overall member dissatisfaction with the survivor benefit process	7	7	5	5
Percent of calls abandoned	7.3	32.22	10	10	Percent of overall member satisfaction with the monthly benefit payment process	85	86	89	90
Percent of telephone inquiries answered accurately	97.6	97.6	98	98	Percent of overall member dissatisfaction with the monthly benefit payment process	6	6	5	5
Percentage of overall member satisfaction with Telephone Service at the Arizona State Retirement System (those responding very satisfied or satisfied)	82	73	80	90	◆ Goal 6 To efficiently and effectively collect and account for both member and employer dollars and account information.				
Percent of overall member dissatisfaction with telephone service	6	15	10	5	Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of overall member satisfaction with e-mail service	75	57	80	90	Number of service purchase lump sum payments completed	7,098	7,290	8,748	10,498
Percent of overall member dissatisfaction with e-mail service	12	25	10	5	Average number of business days to complete a service purchase lump sum payment	6.85	3.73	5.0	5.0
◆ Goal 4 To provide members with competitive and efficiently run health insurance and disability programs					Percent of overall member satisfaction with the service purchase lump sum payment process	70	71	85	90
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate	Percent of overall member dissatisfaction with the service purchase lump sum payment process	18	17	10	5
Number of retirees receiving a basic premium benefit	46,224	45,966			Number of service purchase payroll deduction agreements completed	5,463	5,538	6,951	7,993
Explanation: Counted from June 2005 payroll									
Total amount disbursed for basic premium benefit (in thousands)	67,382	71,095							
Number of retirees receiving a rural premium benefit, in addition to the basic premium benefit	7,369	6,675							
Explanation: Counted from June 2005 payroll									

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Average number of business days to complete a service purchase payroll deduction agreement	5.37	7.04	10.00	10.00
Percent of overall member satisfaction with the service purchase payroll deduction process	72	68	85	90
Percent of overall member dissatisfaction with the service purchase payroll deduction process	10	20	10	5

Number of employer conferences/workshops held	22	31
Number of individual employer meetings held	67	63

◆ **Goal 3** To keep members well informed through a multi-media communication service network.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of overall member satisfaction with the ASRS Quarterly Newsletter	80	76	85	90
Percent of overall member dissatisfaction with the ASRS Quarterly Newsletter	3	4	5	5
Percent of overall member satisfaction with the ASRS website	77	70	85	90
Percent of overall member dissatisfaction with the ASRS website	8	9	5	5

RTA 2.0

Program Summary
ADMINISTRATION AND SUPPORT

Anthony Guarino, Deputy Director, Chief Operations Officer
Phone: (602) 240-2077
A.R.S. § 38-711 et. seq.

Mission:

To establish and maintain an administrative framework to carry out the Arizona Revised Statutes and the directives of the ASRS Board in an accurate, timely, efficient, and cost-effective manner.

Description:

The Administration and Support Program contains the various support functions necessary to fulfill the ASRS's statutory responsibility. Support functions include the Office of the Director, Human Resources and Training, Budget, Procurement, Internal Audit, Legal, Accounting, and Information Services.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,386.0	3,541.8	4,710.3
Other Non Appropriated Funds	848.1	848.1	848.1
Federal Funds	0.0	0.0	0.0
Program total	4,234.1	4,389.9	5,558.4
FTE Positions	33.0	34.0	38.0

◆ **Goal 1** To provide members with a flexible, appealing benefit plan and provide employers with a useful tool for attracting and retaining high caliber employees in the public sector.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average score received when members are asked whether they agree with the following statement: ASRS employees provide good service to members	4.4	4.3	4.4	4.4
Percentage of members who "agree" or "strongly agree" that ASRS employees provide good service to members	86	81	88	90
Average score received when members are asked whether they agree with the following statement: The ASRS keeps its members informed of matters that affect them	4.2	4.1	4.2	4.2
Percentage of members who "agree" or "strongly agree" that the ASRS keeps its members informed of matters that affect them	80	78	84	86
Average score received when members are asked whether they agree with the following statement: The ASRS is pleasant and easy to do business with	4.3	4.2	4.3	4.3
Percentage of members who "agree" or "strongly agree" that the ASRS is pleasant and easy to do business with	86	78	88	90

◆ **Goal 2** To establish a cooperative and beneficial network with ASRS employers, the Legislature, the Governor's Office, retirees, and other interested parties.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of employers enrolled with the ASRS	720	738	794	833

RTA 3.0

Program Summary
INFORMATION TECHNOLOGY PLAN

Kent Smith, Assistant Director, Information Services
Phone: (602) 240-2078
Laws 2003 Chapter 262

Mission:

To rapidly and consistently provide accurate information to our members and implement world-class customer service all the time: by phone, on-line through the web, for walk-ins, and in all other contacts.

Description:

The ASRS Business Re-Engineering and Information Technology Plan contains five main components:

1. Re-engineering of current business processes and development of an integrated database, the Public Employee Retiree Information System (PERIS) from which all ASRS services will be delivered.
2. Enhancement of network infrastructure.
3. Enhancement of telecommunications infrastructure and systems.
4. Implementation of member-focused web applications.
5. Automation of workflows and replacement of paper through Electronic Document Imaging

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	791.7	1,003.6	1,003.6
Other Non Appropriated Funds	26,743.1	26,743.1	26,743.1
Federal Funds	0.0	0.0	0.0
Program total	27,534.8	27,746.7	27,746.7
FTE Positions	8.0	9.0	9.0

◆ **Goal 1** To develop agency applications and consolidate data required to meet key information needs into a single PERIS database supporting re-engineered internal processes and member queries.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Incrementally roll out infrastructure services in accordance with the plan (12 total). Number represents the number completed as of the end of the fiscal year	10	10	12	12
Number of help desk services requested	3,620	5,307	5,200	5,200
Number of help desk services completed	3,620	5,298	5,200	5,200
Percentage of help desk services meeting scheduled commitments	92	92	92	92
Percentage of employees satisfied with the help desk service	97.2	98.8	93	93
Document/files filed	364,489	448,220		

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Files Created	98,892	n/a		
Data entry changes entered	270,803	276,393		
Implement applications (21 total) in support of key service areas in accordance with the plan. Number represents the total number of services implemented by fiscal year end	11	14	17	21
Meet scheduled commitments for applications support 90% of the time. Number represents percent support achieved by fiscal year	95	95	95	95

RTA 4.0

Program Summary
INVESTMENT MANAGEMENT

Gary Dokes, Chief Investment Officer
Phone: (602) 240-2180
A.R.S. § 38-719 et. seq.

Mission:

To manage the assets of the ASRS in a manner consistent with the goals of the ASRS Board and for the current and future benefit of ASRS members.

Description:

The Investment Management Program is responsible for overseeing the investment of the ASRS Retirement Fund assets, the market value of which was approximately \$22.4 billion as of June 30, 2005.

◆ **Goal 2** To improve agency performance and efficiency of member and employer servicing through tactical and strategic initiatives in all applicable service areas by completing process re-engineering tasks driven by PERIS process analysis efforts.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
The interaction center will be fully operational and functional in a production mode over 99% of the time during business hours. Numbers represent % availability by fiscal year	99	99	99	99
Roll out incremental improvements to the interaction center. These include IVR, faxback, legacy integration and CTI for FY 03. Future improvements will include PERIS upgrades, workflow integration, and document imaging integration. Numbers represent services implemented by fiscal year	8	2	3	0
Reduce call-backs by 80% due to immediate access to information. Numbers represent % reduction in call-backs realized from implementation by fiscal year until target is achieved	25	n/a	80	80
Meet ASRS service targets as specified in the PERIS PIJ through incremental implementation of service applications from FY 03 through FY 06. Number represents service areas meeting target performance following implementation	2	10	12	14

◆ **Goal 3** To build internet-based member servicing for ASRS based on the Arizona At Your Service model.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Members will be able to receive the newsletter on-line. They will also be able to submit service requests on-line. Web enablement has been completely re-prioritized to align with core PERIS applications development to avoid duplication of code and data. Measure is in percent complete	10	30	80	
Retired and non-retired members will be able to access and update account information directly. Employer data will be received electronically, member and employer statements will be available on the web. Re-prioritized to align with PERIS core development to avoid duplication of code and data. Number represents services implemented by fiscal year	1	2	5	
Employers will be able to submit data through the internet. Target indicates number of services provided	1	1	0	

◆ **Goal 4** To provide significant service level improvements through implementation of workflow management and document imaging.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent complete of imaging by fiscal year	20	55	100	100
Reduce lost productivity overhead by 30%. Metric represents achievement of this goal as a percent complete targeted by fiscal year	15	60	100	100
Percentage of services utilizing automated workflow	25	40	100	100

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,505.0	6,378.7	2,954.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,505.0	6,378.7	2,954.9
FTE Positions	20.0	20.0	20.0

◆ **Goal 1** To retain safety as ASRS principal investment consideration.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of ASRS personnel providing investment manager oversight	5	6	6	6
Number of external entities (consultants, custodian bank, etc.) providing separate investment compliance functions	4	5	4	4
Total market value of fund assets (in billions)	21.4	22.4	25.0	27.0
Percentage of assets achieving annual investment return expectations within specified basis points of the benchmark	50	47	60	60
Percentage of fund assets managed internally	32.0	29.5	30.0	30.0
Fee structure of assets managed internally (in basis points)	1	1	1	1
Fee structure of assets managed externally (in basis points)	24	24.0	25.0	25.5
Number of months ASRS investments in compliance with policy targets	12	12	12	12

◆ **Goal 2** To achieve an actuarial investment rate of return of 8%.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of investment returns	17.50	8.5	8.00	8.00
10 Year annualized rate of return on fund assets (%)	10.3	9.4	8.5	7.3

◆ **Goal 3** To maintain relatively stable contribution rates.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total market value of ASRS assets (in billions)	21.4	22.4	25.0	27.0
Maximum average monthly cash balance as a percent of ASRS market value (%)	0.37	0.24	0.25	0.25
Total annual retiree benefit payments (in billions)	1.33	1.36	1.64	1.79

◆ **Goal 4** To maintain a minimum funded status of 100%.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of liability funded	92.50	87.3	86.40	85.20

Explanation: Estimate provided by actuary on 8/31/05.



RVA 0.0

Agency Summary
DEPARTMENT OF REVENUE

Gale Garriott, Director
Phone: (602) 716-6090
A.R.S. § 42-1001 et seq.

Mission:

To administer tax laws fairly and efficiently for the people of Arizona.

Description:

Pursuant to Arizona Revised Statutes Title 42, the Department of Revenue (DOR) administers and enforces the collection of personal and corporate income, transaction privilege, withholding, luxury, and estate taxes. The Department oversees the fifteen county assessors in the administration of state property tax laws.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ SERVICE	10,199.7	11,096.2	11,096.2
➤ PROCESSING	7,639.1	7,769.7	7,769.7
➤ EDUCATION AND COMPLIANCE	28,002.4	27,731.6	27,731.6
➤ AGENCY SUPPORT	21,735.2	22,584.0	22,584.0
Agency Total	<u>67,576.4</u>	<u>69,181.5</u>	<u>69,181.5</u>

Funding and FTE

Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	62,286.1	64,582.8	64,582.8
Other Appropriated Funds	2,265.7	2,389.3	2,389.3
Other Non Appropriated Funds	3,024.6	2,209.4	2,209.4
Federal Funds	0.0	0.0	0.0
Program total	<u>67,576.4</u>	<u>69,181.5</u>	<u>69,181.5</u>
FTE Positions	<u>1,027.0</u>	<u>1,152.0</u>	<u>1,152.0</u>

Strategic Issues:

Issue 1 *To reengineer our business processes to make them more efficient and further automate the administration of taxes.*

The Business Reengineering/Integrated Tax System (BRITS) project is the first of its kind in Arizona government. Contracted as a "revenue benefits sharing" project, our vendor/partner will be paid from additional revenues generated by efficiencies gained from the new technology. The BRITS project will be implemented over several years. The project scope encompasses varying activities including: conversion of legacy systems to an integrated platform, introduction of new enforcement tools, and business process reengineering. All of the project elements combined will result in: increased tax enforcement revenue, increased Department efficiency, and improved customer service.

Issue 2 *To ensure Business Continuity.*

The Department continues to refine its Business Continuity plan in accordance with the Governor's requirements to address issues of disaster recovery. Business Continuity planning is the on-going process of establishing strategies to minimize disruptions of service to taxpayers, their representatives, State and Local Governments, and Department employees. The goal is to minimize financial loss and ensure the continuation of core processes and the timely resumption of operations in case a situation or event impacts the Department.

Issue 3 *To improve our benchmarking participation.*

Benchmarking is an improvement process in which a company measures its performance against that of best-in-class companies. By determining how those companies achieved their performance levels, the company then uses that

information to improve its own performance. The Department intends to seek out benchmarking studies and participate in them. Knowledge and information exchange is critical in helping the Department improve and move forward.

Issue 4 *To focus on customer relationship management.*

The Department views Customer Relationship Management (CRM) as an overall business strategy that focuses on customer needs. A CRM focus enables the Department to better serve our customers. Through the introduction of reliable automation, processes, and procedures for customer interaction, the Department would be able to better use customer information to deliver more consistent services to customers. The Department has recently implemented usage of standardized customer surveys and created a Complaint Management computer based training course for employees. Aspects of automated customer data collection methods will be explored this year.

Issue 5 *To complete the Arizona Property Assessment and Taxation System (APATS).*

The current mainframe property tax system is over 20 years old and is beset with limitations typical of a mainframe system. It has surpassed its intended life span and is incapable of accommodating significant expansion or redesign. Since 2001, the situation has been improved through two development projects. While these efforts successfully addressed some of the more pressing short term needs, they do not address the underlying, fundamental limitations of the current system. APATS will: 1) provide faster access to information and 2) increase productivity, accuracy, customer and public confidence, and the ability to better respond to change. The system will be paid for over seven years with most of the payment amount coming from the client counties (those counties for which DOR provides property data systems).

Issue 6 *To develop and implement a succession planning program.*

Statistics show that the 55 years and older workforce will increase to over 45% by the end of 2010. With an increased level of retirements expected in the workforce, most organizations are not prepared for the loss of knowledge that will come with it. The Department intends to focus on this issue by developing a structured program designed to focus on training and mentoring. We will look outside of DOR to benchmark other best practices and incorporate professional development training and needs assessments into our work environment.

Issue 7 *To improve communication within the Department.*

Overall annual employee survey responses to the question "My agency has a good system in place for communicating necessary information to staff" remained at the same 3.40 out of 5.00 rating for the last two fiscal years. Consequently, Department management will focus on this issue as one of the strategic issues for FY06. It is important that employees receive clear and timely communication from all levels of management.

Issue 8 *To incorporate Accenture's Public Sector Value model into key performance measures.*

The Accenture Public Sector Value Model (PSV) borrows the principles of private industry shareholder value analysis and applies them to government. PSV allows for government assessment of how well goods and services produced generate meaningful value to its citizens and taxpayers. PSV takes into account both aspects of value – outcomes and cost-effectiveness. The Department is interested in incorporating this value approach to our key performance measures for FY06.

RVA 1.0	Program Summary SERVICE
Nick Buta, Quality Consultant	
Phone: (602) 716-6891	
A.R.S., Title 42	

Mission:

To timely and accurately meet the needs of each Arizona taxpayer in: providing answers to their questions regarding licensing; filing requirements and application of the State's tax laws; providing revenue statistics to the Governor's Office, Legislature and the public to aid in the making of revenue projections; performing economic impact projections and other tax policy determinations; and, ensuring fair, accurate and uniform property valuations and property tax services for client counties as prescribed by Arizona statutes in a manner that is fair, consistent, accurate, professional, timely and with the highest standards of integrity.

Description:

The Service program is responsible for: issuing tax form and licensing information; answering telephone and written inquiries on the application of tax laws, drafting and publishing rulings, procedures, and instructions to aid taxpayers in understanding their tax obligations; analyzing tax filing, audit and collection information; providing statistics relating to revenues and credits in reports to the Governor's Office, Legislature, departmental staff and members of the public to aid in making revenue projections, economic impact projections and other tax policy determinations; responding to inquiries from the Legislature and Governor's Office as to the economic impact of proposed legislation or other economic impact issues; exercising general supervision over county assessors to ensure all property is uniformly valued, prescribing guidelines for appraisal methods and providing property tax processing services for client counties; resolving taxpayer account problems and disputes; answering billing inquiries; reviewing and evaluating penalty abatement requests; processing license applications for transaction privilege and bingo licensees; returning unclaimed property to its rightful owners by identifying, locating and notifying the owners/holders of the property; and, administering the estate tax laws.

This Program Contains the following Subprograms:

- ▶ **Inquiries and Requests**
- ▶ **Local Jurisdictions**
- ▶ **Taxpayer, Executive, and Legislative Issues**

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	8,004.9	8,921.0	8,921.0
Other Appropriated Funds	1,459.2	1,526.0	1,526.0
Other Non Appropriated Funds	735.6	649.2	649.2
Federal Funds	0.0	0.0	0.0
Program total	10,199.7	11,096.2	11,096.2
FTE Positions	176.0	204.0	204.0

RVA 1.1	Subprogram Summary INQUIRIES AND REQUESTS
Nick Buta, Quality Consultant	
Phone: (602) 716-6891	
A.R.S., Title 42	

Mission:

To enable Arizona taxpayers and other DOR customers to understand and more easily comply with Arizona's tax laws by providing state tax, licensing and unclaimed property information and assistance in a manner that is fair, consistent, accurate, professional, timely and with the highest standards of integrity.

Description:

The Inquiries & Requests subprogram is responsible for: issuing tax forms and licensing information; answering telephone and written inquiries on the application of tax laws; drafting and publishing rulings, procedures, and instructions to aid taxpayers in understanding their tax obligations; resolving taxpayer account problems and disputes; answering billing inquiries; reviewing and evaluating penalty abatement requests; processing license applications for transaction privilege and bingo licensees; returning unclaimed property to its rightful owners by identifying holders of the property and locating and notifying the owners; and administering the estate tax laws.

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	5,100.4	5,521.6	5,521.6
Other Appropriated Funds	1,459.2	1,526.0	1,526.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	6,559.6	7,047.6	7,047.6
FTE Positions	130.0	141.0	141.0

◆ **Goal 1** To ensure prompt response to taxpayers' immediate inquiries.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Average wait time for business tax calls (in minutes) in Taxpayer Information and Assistance section call center

Explanation: Call center employees were shifted to help on Income Tax lines during income tax season.

Average wait times for income tax calls (in minutes) in Taxpayer Information and Assistance section call center	2:25	3:41	5:00	5:00
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Explanation: Call center employees were shifted to help on Income Tax lines during income tax season.

Percent of written inquiries answered within 30 calendar days in Taxpayer Information and Assistance section	58	84	80	90
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Explanation: The increase in response time is due to staff shortages and increased written inquiries.

◆ **Goal 2** To improve the processing of tax returns and business license applications.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Average license turnaround time (in business days)	9.9	3.2	3.0	3.0
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Average number of calendar days to process an Individual Income Tax return	10.8	8	7	7
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Explanation: This measure is new to the Master List but has been tracked at the agency. The FY03 and FY04 actual process times were 10.0 and 10.8 calendar days respectively. The estimate for FY05 was 10.0 calendar days.

◆ **Goal 3** To attain favorable customer service levels as evidenced by aggregate customer survey scores.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Customer satisfaction rating for Taxpayer Information and Assistance	4.60	4.40	4.60	4.7
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section (scale 1-5)

RVA 1.2
Subprogram Summary
 LOCAL JURISDICTIONS
 Nick Buta, Quality Consultant
 Phone: (602) 716-6891
 A.R.S., Title 42

RVA 1.3
Subprogram Summary
 TAXPAYER, EXECUTIVE, AND LEGISLATIVE ISSUES
 Nick Buta, Quality Consultant
 Phone: (602) 716-6891
 A.R.S., Title 42

Mission:

To ensure fair, accurate, and uniform property values as prescribed by Arizona statutes, and to provide timely and accurate property tax data services to client counties.

Description:

The Division is responsible for administration of the State's property tax laws; appraisal of utilities, railroads, mines, and other complex properties; development of appraisal and assessment guidelines; conducting analyses to ensure assessors' values are within statutorily prescribed limits, and providing property data systems to client counties.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,067.2	2,264.1	2,264.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	735.6	649.2	649.2
Federal Funds	0.0	0.0	0.0
Program total	2,802.8	2,913.3	2,913.3
FTE Positions	32.0	42.0	42.0

◆ **Goal 1** To improve the equity and uniformity of property values determined by County Assessors.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of total (commercial, residential, land) property values within sales ratio standards as measured by county and qualifying market area	93	96	96	96
Percent of total (commercial, residential, land) property values within coefficient of dispersion (COD) standards as measured by county and qualifying market area	76	70	84	84

◆ **Goal 2** To improve the equity and uniformity of values for centrally valued properties.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of companies audited	36	19	25	30

◆ **Goal 3** To develop the Property Assessment and Taxation System (APATS).

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
To issue the RFP and award vendor no later than June 30, 2004	90	100	100	100
Explanation: This measure has been completed.				
To oversee and coordinate the development of the Arizona Property Assessment and Taxation System (APATS) so that the system is useful to the Counties by August, 2006.	n/a	n/a	100	n/a
Explanation: The measure is the percent achieved.				

Mission:

To provide timely and accurate information to the Governor's Office, Legislature and the public relating to revenues and credits to aid in the making of revenue projections, economic impact projections and other tax policy determinations, to provide thorough analysis of the tax implications of pending and approved legislation; and to assist taxpayers fairly in resolving problems or disputes with their accounts.

Description:

The Taxpayer, Executive & Legislative Services subprogram is responsible for analyzing tax filing, audit and collection information to create reports for the Governor's Office, Legislature, departmental staff and members of the public to aid in the making of revenue projections, economic impact projections and other tax policy determinations; responding to inquiries from the Legislature and Governor's Office as to the economic impact of proposed legislation or other economic impact issues; resolving taxpayer account problems and disputes; and providing analysis of the tax implications of pending and approved legislation.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	837.3	1,135.3	1,135.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	837.3	1,135.3	1,135.3
FTE Positions	14.0	21.0	21.0

◆ **Goal 1** To provide timely and accurate information to the Governor's Office, legislature, and the public.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Hearing Decisions issued within 75 calendar days of the Hearing or from the date the last memo is due	100	100	100	100

RVA 2.0

Program Summary
PROCESSING

Nick Buta, Quality Consultant
Phone: (602) 716-6891
A.R.S., Title 42

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of all Individual Income tax refunds transmitted electronically	23.3	42.0	50.0	50.0
Explanation: The 42% electronic refunds amount is calculated as of September 26, 2005. The tax year will end on October 20th.				
Average calendar days to refund total Individual Income tax checks (paper warrants and electronic deposits)	8.30	6.25	12.50	12.00

Mission:

To process all incoming electronic and paper tax documents and associated revenues, process tax refunds and execute the mailing of tax documents to Arizona taxpayers in a timely and efficient manner; to ensure the accuracy of taxpayer accounts within the Accounts Receivable system; and to provide quality service to satisfy debts owed by taxpayers to other government agencies.

Description:

The Processing program is responsible for:

- opening, editing, and distributing taxpayer-generated documents to processing units;
- ensuring department forms, documents and correspondence are prepared for mailing;
- providing in-house photocopying and courier service;
- preparing documents for entry into various automated tax systems;
- performing subsequent document error resolution;
- generating tax refunds and correction notices; and
- operating the debt setoff program, which transfers portions of taxpayer balances to satisfy debts owed to other government agencies within the State.

In addition, the program processes Electronic Fund Transfers and documents associated with the electronic income tax filing program and subsequently processes withholding tax, corporate estimated tax, and transaction privilege tax electronically through the revenue system into the State Treasury. The program collects and distributes taxes imposed on all cigarettes, cigars, smoking tobacco, plug tobacco, snuff, and other forms of tobacco, and also maintains the automated accounts receivable system that interfaces with the automated systems for Licensing, Audit and Collections.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	7,278.1	7,376.2	7,376.2
Other Appropriated Funds	361.0	393.5	393.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	7,639.1	7,769.7	7,769.7
FTE Positions	155.0	166.0	166.0

◆ **Goal 1** To improve the timeliness of payment processing.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of payments deposited within three business days	99	88	82	82
Explanation: Target changed from two to three business days to reflect industry standards in FY05.				
Average turnaround time for deposits (in business days)	2.5	1.89	2.0	2.0

◆ **Goal 2** To process Individual Income and Transaction Privilege Tax (TPT) returns in a timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average turnaround time in calendar days for an Individual Income tax return to post to the Proper (computer) System	10.6	8.0	9.0	9.0
Total tax documents processed (in millions)	6.0	6.0	6.1	6.3

◆ **Goal 3** To process all Individual Income tax refunds in a timely manner.

RVA 3.0

Program Summary
EDUCATION AND COMPLIANCE

Nick Buta, Quality Consultant
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To ensure compliance with Arizona tax laws and Department regulations and policies through proactive education, fair, firm, timely and reasonable valuation and enforcement activities while providing an effective and equitable legal recourse for taxpayers. In short, the purpose of this program is to ensure that taxpayers pay their fair share of tax, not more and not less.

Description:

The Education & Compliance program:

- administers a taxpayer outreach and education program for tax practitioners, individual taxpayers and businesses;
- provides information services through publications; and
- coordinates the Department's speaker's bureau, and in conjunction with the Internal Revenue Service and state universities, offers tax seminars statewide.

In addition, it is responsible for:

- the selection of tax returns and refund claims for audit examination and the accurate and timely review of those returns and claims;
- the collection of receivables and delinquent returns, and using collection tools such as phone and field contacts, lien and levy filings, bankruptcy court actions; and
- the research of businesses using on-site computerized license compliance checks ensuring business license/registration compliance programs.

The program also provides various legal services such as resolving disputed assessments and refund denials:

- directs the process of interpreting and applying tax laws;
- provides legal support and analysis to the audit sections; and
- adjudicates taxpayers' administrative appeals through the Agency's Hearing Office.

It inspects, educates and investigates tobacco retailers and distributors for compliance with tobacco tax laws;

- investigates allegations of tax fraud;
- assists the Attorney General's office in the prosecution of criminal tax offenders;
- conducts administrative and internal investigations; and
- develops and supports the valuation of centrally-valued properties.

This Program Contains the following Subprograms:

- ▶ **Education and Outreach**
- ▶ **Audit and Assessing**
- ▶ **Collections**
- ▶ **Enforcement**

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	25,267.9	25,701.6	25,701.6
Other Appropriated Funds	445.5	469.8	469.8
Other Non Appropriated Funds	2,289.0	1,560.2	1,560.2
Federal Funds	0.0	0.0	0.0
Program total	28,002.4	27,731.6	27,731.6
FTE Positions	523.0	570.0	570.0

RVA 3.1

Subprogram Summary
EDUCATION AND OUTREACH

Nick Buta, Quality Consultant
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To provide taxpayers and tax practitioners with understandable, accurate and current tax education, information and forms to facilitate voluntary compliance with Arizona's tax laws, and to provide training and appraisal certification courses to county and state appraisal staff.

Description:

The Education & Outreach subprogram provides tax education seminars and related programs for taxpayers and tax practitioners including graphics support and information services through publications, speaker's bureau training opportunities and, in conjunction with the Internal Revenue Service and state universities, offers tax seminars statewide.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	633.9	565.2	565.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	123.1	135.5	135.5
Federal Funds	0.0	0.0	0.0
Program total	757.0	700.7	700.7
FTE Positions	7.0	8.0	8.0

◆ **Goal 1** To increase taxpayer transactions conducted electronically.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of all tax dollars received electronically	61.4	58.13	60.0	65.0
Percent of Individual Income tax returns received electronically	18.0	39.0	25.0	25.0

◆ **Goal 2** To improve the voluntary compliance of tax returns.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of money remitted voluntarily as a percentage of total receipts	95.01	95.65	96.10	96.20

◆ **Goal 3** To continue to provide educational opportunities to the public and increase attendance.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent increase in attendance from prior year	11	18	5	5

RVA 3.2

Subprogram Summary
AUDIT AND ASSESSING

Nick Buta, Quality Consultant
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To assist taxpayers in complying with tax laws and filing correct tax returns through: a fair, courteous, and helpful tax return examination and correction process, and providing supporting legal services to fairly resolve disputed audit assessments and refund denials; fairly interpreting and applying tax laws and timely disseminating that information to departmental employees and to the public; providing quality legal support and analysis to the audit sections; fairly adjudicating taxpayer appeals to the Agency's hearing office; and developing fair and reasonable valuations for centrally-valued properties.

Description:

The Audit & Assessing subprogram is responsible for the Department's audit compliance programs for corporate, individual income, transaction privilege and use taxes and Special Audit services (luxury tax & unclaimed property), including resolution attempts, internal contests on taxpayer protests and oversight at audit litigation. The subprogram also provides various legal services, such as resolution of disputed assessments and refund denials, adjudication of taxpayers' administrative appeals to the DOR hearing office; direction of the process of fair interpretation, application and timely dissemination of tax law information to departmental employees and the public; and provision of legal support and analysis to the audit sections. Lastly, the subprogram develops and supports the valuation of centrally valued properties throughout the State, such as mines, utilities and railroads.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	15,271.0	15,723.2	15,723.2
Other Appropriated Funds	254.3	230.5	230.5
Other Non Appropriated Funds	2,165.9	1,424.7	1,424.7
Federal Funds	0.0	0.0	0.0
Program total	17,691.2	17,378.4	17,378.4
FTE Positions	298.0	326.0	326.0

◆ **Goal 1** To increase the scope and quality of the audit programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of final Transaction Privilege Tax (TPT) audit assessment amounts compared to the initial assessment amounts	82	45.48	84	85
Percent of final Individual Income tax audit assessment amounts compared to the initial assessment amounts	85	24	80	80
Percent of final Corporate Income tax audit assessment amounts compared to the initial assessment amounts	77	51	75	80

RVA 3.3	Subprogram Summary COLLECTIONS
Nick Buta, Quality Consultant	
Phone: (602) 716-6891	
A.R.S., Title 42	

Mission:

To fairly and efficiently collect receivables and delinquent returns and to insure businesses are properly licensed/registered with the Department.

Description:

The Collections subprogram secures the payment of receivables, delinquent taxes and filing of delinquent returns through telephone, correspondence and field contacts with taxpayers and performs activities to identify and license previously unlicensed businesses.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	8,589.4	8,607.4	8,607.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	8,589.4	8,607.4	8,607.4
FTE Positions	199.0	215.0	215.0

◆ **Goal 1** To improve the quality of collection activities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of non-audit revenue to total revenue	96.70	98.62	96.00	97.00
Percent of accounts that collector contacts within 30 calendar days of that account being assigned a delinquent account	n/a	50	50	50
Explanation: This data was not tracked in Office Collections in FY05.				
Percentage of delinquent accounts collected	10.00	10.00	10.00	10.00

◆ **Goal 2** To increase fiscal efficiencies.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Ratio of revenue collected per dollar spent	8.19	7.25	7.50	7.75
Total revenue collected per filled full time employee (FTE)	463,918	455,792	460,000	465,000
Explanation: FTE's are calculated by using the annual average.				

◆ **Goal 3** To process 95% of Offers-in-Compromise within 60 days of Revenue Officer's receipt.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Offers-in-Compromise processed within 60 days	82	100	95	95

RVA 3.4	Subprogram Summary ENFORCEMENT
Nick Buta, Quality Consultant	
Phone: (602) 716-6891	
A.R.S., Title 42	

Mission:

To encourage voluntary compliance in all tax obligations and work with the taxpayer in entering into payment arrangements that are fair to the taxpayer yet protect the State's interest. To utilize fair and firm enforcement upon broken payment arrangements or lack of taxpayer compliance. To provide quality education to, and inspections of, tobacco retailers and distributors to ensure their compliance with tobacco tax laws; to fairly investigate allegations of tax fraud, assisting the Attorney General's office in the prosecution of criminal tax offenders; and to timely and fairly conduct administrative and internal investigations.

Description:

The Enforcement subprogram works with delinquent taxpayers in entering into payment arrangements and educating them in compliance (filing obligations) issues. Upon the taxpayer's action to void the agreement, enforcement collections activity is pursued including filing liens, levies, and seizures of assets. The Enforcement Subprogram also inspects and educates tobacco retailers and distributors regarding compliance with tobacco tax laws, and investigates and assists in the prosecution of criminal offenders. The subprogram also investigates allegations of tax fraud and assists the Attorney General's office in the prosecution of criminal tax offenders; conducts administrative and internal investigations; and contracts with the Attorney General's Office for the services of an attorney to prosecute tax cases.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	773.6	805.8	805.8
Other Appropriated Funds	191.2	239.3	239.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	964.8	1,045.1	1,045.1
FTE Positions	19.0	21.0	21.0

◆ **Goal 1** To complete 300 tobacco inspections of retailers and distributors, promoting education and compliance.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of tobacco inspections/education visits completed	233	1751	2400	3000

Explanation: All inspection visits serve multi-purposes including providing education, fulfilling legislative requirements, and identifying seizure opportunities. Increase in FY06 & FY07 reflect an increase in staff from two to eleven investigators.

◆ **Goal 2** To promote enforcement production.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total revenue collected in the Collections Division (in millions)	242.5	247.1	272.0	275.0

◆ **Goal 3** To increase the number of grand jury indictments.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of financial grand jury indictments annually	2	3	3	4

◆ **Goal 4** To increase revenue protection (removing counterfeit or contraband tobacco from the shelves on which we are not receiving tax and replacing them with legal tobacco products on which we will receive tax).

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Number of cigarettes seized (in thousands) 70 9,940 1,400 1,600

Explanation: Increases are due to increased investigator staff and increased presence in the statewide community.

RVA 4.0 **Program Summary**
AGENCY SUPPORT
 Nick Buta, Quality Consultant
 Phone: (602) 716-6891
 A.R.S., Title 42

Mission:

To provide excellent leadership, quality technical and administrative support and customer-oriented human resources and development for all core business processes of the Department in order to enhance the services provided to Arizona's taxpayers and other stakeholders.

Description:

The Agency Support program is responsible for providing leadership, staff development, human resources, management, technology, strategic and resource planning, legal services to management, financial and inventory accounting and other administrative services to support all core business processes of the Department.

This Program Contains the following Subprograms:

- ▶ Human Resources
- ▶ Information Services
- ▶ Support Services

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	21,735.2	22,584.0	22,584.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	21,735.2	22,584.0	22,584.0
FTE Positions	173.0	212.0	212.0

RVA 4.1 **Subprogram Summary**
HUMAN RESOURCES
 Nick Buta, Quality Consultant
 Phone: (602) 716-6891
 A.R.S., Title 42

Mission:

To foster excellence among all employees of the Department through quality staff and leadership development, ensuring effective recruitment and promotion of staff as well as fair administration of federal and state human resources laws.

Description:

The Human Resources subprogram is responsible for providing employee relations, benefits, recruitment and retention, performance evaluations, staff training and development, including classroom and self paced curriculum development; working with the Director in developing leadership courses; production of training videos; facilitating the recruitment and promotion of employees; and guidance and resolution of employee issues.

Funding and FTE

Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	609.9	726.4	726.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	609.9	726.4	726.4
FTE Positions	11.0	15.0	15.0

◆ **Goal 1** To increase the level of employee satisfaction.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average annual turnover rate for employees	10.30	14.80	12.00	12.00
Explanation: Turnover rate in FY05 includes all FTE's leaving agency for whatever reason, including those who transfer to other State agencies.				
Average number of absenteeism days per employee per year (sick leave only)	9.50	9.86	9.00	9.00
Overall average satisfaction rating on the annual employee survey (scale 1 to 5)	3.68	3.68	3.85	4.00

◆ **Goal 2** To improve employee satisfaction as measured by the annual employee survey data.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of employees scoring the statement, "Overall, I am satisfied with my job" with a STRONGLY AGREE response	24	20	26	27
Percent of employees scoring the statement, "I have the proper tools and equipment to do my work", with a STRONGLY AGREE response	13	11	15	16
Percent of employees scoring the statement, "Senior management (assistant director and above) in my agency show care and concern for employees", with a STRONGLY AGREE response	15	16	17	18

◆ **Goal 3** To increase the level of employee training and development.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of non-probationary (original probation) employees who have not completed mandated training	34	55	30	35
Percent of permanent status employees who completed at least 8 hours of career development training (any non-mandated training delivered in a variety of formats including self-study, classroom training, community collage classes, seminars or workshops)	69	56	70	75

◆ **Goal 4** To increase cost effectiveness of administrative services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Administration as a percentage of total cost	6.4	5.4	6.3	6.3

Explanation: FY2005 decrease is due to FTE's who were designated to work on BRITS administration issues reverting back to their respective jobs and divisions.

◆ **Goal 5** To improve the satisfaction levels of hiring lists as rated by hiring supervisors (1 low; 5 high).

RVA 4.2

Subprogram Summary
INFORMATION SERVICES

Nick Buta, Quality Consultant
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To provide efficient, accessible record storage and retrieval services to all Department and taxpayer customers and to maintain and continually improve the information technology systems in order to enable the Department to provide excellent services to its customers and optimize the operations of all core business processes.

Description:

The Information Services subprogram maintains and provides access to the statutorily mandated archival files of department records and tax returns filed with DOR; microfilms individual and corporate documents and records; operates the warehouse; manages and oversees improvements to all computer systems and operations; runs mainframe data queries and reports for various core functions of the Department; maintains and enhances mainframe and larger database and client-server applications, incorporating legislative changes and user requests by means of in-house and contracted programming resources; administers the Department's telecommunications systems, including its key system and call center; operates and maintains the Agency's wide area network, including all hardware, software and inter- and intranet systems; facilitates the research and development of all new and modified Information Technology systems and processes, including interfacing with the Government Information Technology Agency (GITA); and administers the Department's information technology planning process.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	8,677.7	9,264.6	9,264.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	8,677.7	9,264.6	9,264.6
FTE Positions	79.0	97.0	97.0

◆ **Goal 1** To ensure the local and wide area network (LAN/WAN) is available 99.8% of the time.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of time the local and wide area network (LAN/WAN) is available	99.9	99.86	99.7	99.8

◆ **Goal 2** To complete 99.5% of scheduled and requested daily production runs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of completed production jobs without errors	99.4	99.7	99.4	99.5

RVA 4.3

Subprogram Summary
SUPPORT SERVICES

Nick Buta, Quality Consultant
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To provide visionary leadership and quality support services which promote and facilitate the realization of the missions and goals of the Department and its various programs. This will include assessing the effectiveness of various services to the taxpayer, ensuring all projects assigned to the divisions and sections are completed within prescribed time frames and according to agency policies, fostering an optimal working environment for employees, and providing administrators with the leadership and support they need to best serve our customers.

Description:

The Support Services subprogram provides leadership, management and direction to all employees of the Department; agency planning, resource allocation, and budgeting; accounting and distributions of all revenues received; purchasing and internal financial and inventory accounting; management and maintenance of all department facilities; continuous quality review and assessment of the effectiveness of various services to the taxpayer; ensures all projects assigned to divisions and sections are completed within prescribed time frames and according to agency policies; provides legal counsel to the Director, including appeals of audit cases to the Director; develops programs and policies to foster an optimal working environment for employees; provides administrators with the leadership and support they need to best serve our customers; and tracks and monitors the progress of all special projects, employee personnel actions prior to human resources processing, and all controlled correspondence.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	12,447.6	12,593.0	12,593.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	12,447.6	12,593.0	12,593.0
FTE Positions	83.0	100.0	100.0

◆ **Goal 1** To complete 100% implementation of ongoing Business Reengineering/Integrated Tax System (BRITS) deliverables in a timely manner according to existing project timelines and release schedules.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of deliverables successfully tested and completed	100	100	100	100

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Agency Summary
SCHOOL FACILITIES BOARD

John Arnold, Interim Executive Director
Phone: (602) 364-0283
A.R.S. § 15-2001 et seq

Mission:

To ensure that school buildings and equipment meet the appropriate guidelines for Arizona pupils to achieve academic success by providing financial and technical assistance.

Description:

Created through legislation entitled Students First, the School Facilities Board consists of nine voting members appointed by the Governor; in addition, the Superintendent of Public Instruction serves as a non-voting member. The Board is charged with administration of three capital programs: a) Building Renewal, b) Deficiencies Corrections, and c) New School Facilities. 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 adherence to established adequacy guidelines. In order to assess the deficiency corrections requirement, a statewide assessment was conducted; the results of which were used to create a funding plan designed to bring existing school facilities into compliance with state standards by June 30, 2004. Three districts have deferrals for deficiency corrections projects until June 30, 2006.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	187,300.7	392,586.2	410,779.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	697,107.9	646,077.5	557,977.4
Federal Funds	0.0	0.0	0.0
Program total	884,408.6	1,038,663.7	968,757.0
FTE Positions	24.0	20.0	20.0

Strategic Issues:

Issue 1 Completion of the initial statewide assessment of all school district school buildings in the state is critical in order to bring all districts up to minimum adequacy standards and to properly administer the building renewal formula.

A.R.S. 15-2002 A requires the SFB to develop and maintain a database of all school buildings. This data is used to calculate the building renewal formula, determine if districts qualify for new space, and ensure that all districts meet minimum adequacy guidelines. In FY 1999, the districts self reported the number, type and size of buildings at each school. 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.

◆ **Goal 1** To bring all school districts up to the minimum adequacy standards.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of school districts	231	231	231	231
Percent of school districts inspected meeting minimum adequacy standards	99	100	100	100
Cumulative number of critical deficiency correction projects approved by the Board	230	230	230	230
Cumulative number of noncritical deficiency correction projects approved by the Board	5,780	5,780	5,780	5,780

Percent of cumulative non-critical deficiency correction projects completed	93	100	100	100
Percent of all school districts rating the Boards' services as good or excellent in annual survey	80	n/a	90	90

◆ **Goal 2** To inspect all school district schools in the state at least once every five years to ensure compliance with minimum adequacy standards.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of school district schools	1,350	1,392	1,400	1,472
Percent of all school district schools inspected to ensure minimum adequacy guidelines	0	3	36	20

◆ **Goal 3** To be timely in the analysis of new school facilities applications.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of new school facilities funding requests submitted	70	78	75	75
Average number of months to review new school facilities funding requests	6	6	6	6
Number of new school construction projects completed	40	32	50	30

◆ **Goal 4** To ensure that all schools are appropriately maintained through the preventative maintenance program.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of inspected schools determined to have an adequate preventative maintenance program	0	100	75	75



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Agency Summary
 SECRETARY OF STATE - DEPARTMENT OF STATE
 Jan K. Brewer, Secretary of State
 Phone: (602) 542-0681
 A.R.S § 41-121 et seq; 29-301 et seq; 44-1271 et seq; 44-1441

Mission:

To serve the people of the State of Arizona; to execute with integrity the duties required by the Arizona Constitution; and to provide accurate and timely information while ensuring that public dollars are well spent. The mission of the Secretary of State's office is also to provide stewardship of public resources by: facilitating access and efficiently maintaining the filing of government records and information; encouraging participation and demanding honesty in the state's election process; effectively working with counties to implement a uniform, statewide voter registration system; expeditiously and efficiently upgrading our State voting devices; offering registration and certification services of business transactions; fulfilling publishing requirement of all official acts of the State of Arizona including its chapter laws, rules and regulations; appointing notaries public and maintaining their filing information; attesting to all official acts of the Governor; and acting as an ambassador for the State of Arizona, its people, and its way of life.

Description:

The Department of State was created by the Arizona Constitution and is headed by a publicly elected Secretary of State, who serves as Acting Governor in the absence of the Governor and succeeds the Governor should a vacancy occur. The Secretary of State is the keeper of the Great Seal of the State of Arizona. The Secretary of State's office receives and records various filings, including Uniform Commercial Code transactions, trademark and trade name registrations, limited partnership and limited liability partnership filings. The Secretary of State is also the "Chief State Election Officer" who administers election functions, including canvass and certification of statewide elections; and coordinates statewide voter registration as pursuant to National Voter Registration Act of 1993. The office is also responsible for registration of lobbyists and acceptance of periodic lobbyist filings and campaign finance filings; publishes all official acts of the State of Arizona including laws, the Arizona Administrative Code, and the Arizona Administrative Register; files the notices of the Governor's appointments to the state's boards and commissions; appoints notaries public; and applies apostilles to all international transactions.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ADMINISTRATION	888.7	1,046.3	1,094.2
➤ BUSINESS SERVICES	766.9	940.6	1,229.7
➤ PUBLIC SERVICES	445.0	552.0	767.0
➤ ELECTION SERVICES	3,661.0	40,798.9	24,314.4
Agency Total	5,761.6	43,337.8	27,405.3

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	5,621.7	3,072.2	6,977.3
Other Appropriated Funds	47.1	40,000.0	20,162.4
Other Non Appropriated Funds	92.8	265.6	265.6
Federal Funds	0.0	0.0	0.0
Program total	5,761.6	43,337.8	27,405.3
FTE Positions	40.3	42.3	48.3

Strategic Issues:

Issue 1 *Meet current statutory obligations of administering statewide elections.*

Given adequate funding and resources, the Secretary of State's office intends to adequately meet all current statutory obligations of administering statewide elections. As required by the Arizona Constitution and Arizona Revised Statutes, the Secretary of State will accurately certify all ballot candidates, certify and canvass results of statewide elections in a timely manner, appropriately test and certify voting devices for use by counties, implement testing for logic and accuracy of counties election equipment, responsibly certify initiatives and referenda for the ballot, publish and mail the publicity pamphlet to every household with a registered voter, seek to educate the voting public by conducting Town Halls on ballot measures, and provide pamphlets in Spanish and Native American translation.

Issue 2 *Fully implement newly required federal and statewide election reforms.*

The recently adopted Help America Vote Act requires the implementation of several new federal and statewide election reforms. The Secretary of State intends to expand on the strategies laid out in the Arizona HAVA State Plan. We are aiming to aggressively implement Arizona's new statewide voter registration list. Efforts will also be made to enhance and upgrade voting devices and do away with antiquated punch card machines as part of the "Adios Chad" program. Implement, along with local election officials, a new overseas and military voter system and voter fraud hotline. Increase voter education and voter outreach while specifically working to better teach the importance of voting to our younger citizens. Work directly with all 15 counties to improve physical accessibility to polling places, provide more training of poll workers and election officials. Continue to lobby the federal government for monetary assistance to meet these new federal mandates.

Issue 3 *Develop new statewide voting system action plan.*

Formulate a new Arizona Voting System Action plan to ensure integrity in our elections and thus building additional confidence in the accuracy and reliability of our election process. Introduce formal state voting system security guidelines. Establish (semi-annual) post-election committee meetings among state and county election officers to identify and recommend voting system process improvements. Increase the sharing of information amongst election offices that share similar voting equipment with the establishment of voting system user groups (including vendors and local jurisdictions). Provide formal security awareness information, training, education, and procedures within the election workforce. Review and enhance current State certification policies and standards for voting equipment.

Issue 4 *Continue to be fiscally responsible and efficient in delivering services.*

The Secretary of State's office is constantly striving to ensure that public dollars are well spent. The Secretary of State's office budget has been significantly reduced over the past few years. The key to continued success is making government work smarter, using sound fiscal standards and efficiencies, and implementing strong ethical standards. We intend to optimize productivity through enhanced employee skills, improve efficiency and timeliness of customer service, review best practices of other state and local jurisdictions, consolidate work assignments to adequately address mandated responsibilities, and make every effort to provide the taxpayer with the best return on their investment in state government as it specifically relates to our office.

Issue 5 *Build additional improvements in meeting our business services mandates.*

Increase the availability of accurate and reliable information as measured in terms of the increased number of people starting business. Such increases directly correlate to population growth here in Arizona. The Secretary of State's Business Services Division seeks to increase resources to better meet this increased workload and properly address overall state mandates regarding business services. We will seek to improve accuracy, efficiency and timeliness of public filings for all general partnerships and trade names. Improve customer service by reducing time delays at the counter. Update all forms and literature with current and user-friendly information. Cross train staff in order that they can better assist customers regardless of the request. Reduce the processing time of all business service applications.

Issue 6 *Address current staffing shortfall and lack of resources.*

Strategic planning is a cyclical process that requires feedback on the customer's satisfaction as compared with the results we are achieving. This cycle is important to this office in trying to achieve all of our goals in an efficient manner. The lack of funds to reach our strategic goals will very negatively affect our ability to perform at the levels mandated by law and still provide the quality services our customers expect. By addressing the lack of resources and staffing shortfalls, our office will

be able to: 1) reduce staff overtime to meet mandated deadlines, 2) increase the response time in delivering service to our customers, 3) help accurately process filings and applications within a time frame that meets the public's expectations, and 4) adequately conduct all certifications and testing as required in administering statewide elections.

STA 1.0	Program Summary ADMINISTRATION
Kevin Tyne, Asst. Secretary of State	
Phone: (602) 542-4919	
Constitution & A.R.S. § 41-121 et seq.	

Mission:

To provide guidance, leadership and support to the staff of the Secretary of State's Office.

Description:

The Administration anticipates requests of services from the public, candidates, elected officials, media and business community to increase. In order to accommodate these request we shall provide timely, efficient, filing and retrieval of information by offering advanced automation to our customers. The Administration provides technology support and monitors financial management, accounting (accounts receivable, accounts payable, payroll) budget, procurement, human resources and training services for Administration, Business Services, Public Service and Election Divisions. Agency Director and the financial officer support the leadership and policy making duties; responsible for the obtaining, enhancing and sustaining all office resources including information systems, e.g. procurement, accounting, and strategic technology, computer networks, SOS website, human resources and office facilities.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	826.9	886.3	934.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	61.8	160.0	160.0
Federal Funds	0.0	0.0	0.0
Program total	888.7	1,046.3	1,094.2
FTE Positions	9.0	9.0	9.0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of transactions processed electronically	35	35	38	40
Percentage of completion of customer support knowledge base	90	90	90	90
Percentage of election reporting electronically for public inspection on-line	95	95	95	95
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 systems to enhance public interaction with the Secretary of State's office

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of conversion project of on-line Trade Name/Trademarks search capabilities	100	100	100	100
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	40	60	60	67

◆ **Goal 3** To improve the efficiency of personnel, benefits, payroll, and procurement process through electronic automation.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
To improve the efficiency of personnel procedures by offering forms on SOS Intranet	90	95	95	100
To upgrade the intra-agency website to access procurement forms	90	95	95	100
To automate purchase orders and tracking expenditures by divisions	100	100	100	100
To automate payroll timesheets and leave slip forms	100	100	100	100
To automate deposit reconciliation forms to expedite and process accurately	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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of staff indicating that they feel they have the necessary resources to effectively perform their job	95	100	100	100

STA 2.0	Program Summary BUSINESS SERVICES
Gene Palma, Director	
Phone: (602) 542-3060	
A.R.S. § 29-301 et seq.; 44-1271 et seq.; 44-1441 et seq.	

Mission:

To support and provide resources to the business community through efficient and accurate filings. To provide public information in an easily accessible format.

Description:

The Business Services Division exists to centralize statewide registration of trademarks, trade names, limited partnerships, and foreign limited partnerships; to perfect Uniform Commercial Code (UCC) filings for the general public, to register charities, telemarketers and fundraisers for charities, and to commission notaries public.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	735.9	860.0	986.7
Other Appropriated Funds	0.0	0.0	162.4
Other Non Appropriated Funds	31.0	80.6	80.6
Federal Funds	0.0	0.0	0.0
Program total	766.9	940.6	1,229.7
FTE Positions	17.3	19.3	23.3

◆ **Goal 1** To serve the public by providing printed materials accurately and expeditiously.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Customer Services Center for increased accessibility for customers	100	100	100	100
Provide customers alternate electronic procedures for filings and registrations	35	60	65	70
Charitable Organizations turn-around time (# of business days)	5	20	15	10
Number of Intergovernmental Agreement (IGA) amendments	600	594	650	700

◆ **Goal 2** To provide public disclosure through easy, accessible information and public documents, and on-line database search capabilities from our Web site.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Percentage of on-line access of charitable organizations filed	100	100	100	100
Percentage of Limited Partnerships microfiche converted to electronic format	65	85	90	95
Percentage of UCC - Microfiche converted to electronic data	100	100	100	100
Number of UCC searches using on-line resource versus employee interaction (# of online searches & searches that were paid for)	200,000	200,000	200,000	200,000
Percentage of conversion of Trade names/ Trademarks microfiche converted to electronic format	25	50	55	60
Percentage of implementation of revisions pertaining to Revised Article 9 of the Uniform Commercial Code	100	100	100	100
Percentage of filed Athlete Agents information on-line	100	100	100	100
Percentage of Athletic-Agents forms and statues on-line	65	75	80	85
Percentage of filed partnership information on-line	100	100	100	100
Percentage of Trade name/Trademark forms on-line	100	100	100	100
Number of Trade names and Trademarks filed per month	2,500	2,00	3,000	3,200
Number of partnerships on file per month	200	130	200	220
Number of UCC records filed per month (AVG) (initials 3374; 2148 subsequent/mo)	5,800	6,173	6,300	6,500

◆ **Goal 3** To provide service to allow Notaries Public to perform their duties accurately and efficiently in the state.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of notaries commissioned (8,440 renewals)	20,000	24,154	25,000	25,500
Number of Notary seminars	17	60	72	80
Number of Notary handbooks printed and distributed	50,000	113,500	120,000	125,000
Percentage of filed Notary information on-line	100	100	100	100
Notary applications turn-around time (# of business days)	5	10	8	3
Complaint resolution turn-around time (# of days), including investigation by AG's office	85	90	75	75

◆ **Goal 4** To serve the public with Telemarketing filing

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Telemarketing filing (# of filings per fiscal year)	1100	1168	1200	1200

◆ **Goal 5** To provide to the public efficient and accurate filings.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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	5	5	5	5
Average number of business days to process trademark applications	5	5	5	5
Average number of business days to process Uniform Commercial Code filings	5	5	5	5
Average number of business days to process athlete agents registrations	5	10	7	5
Average number of business days to process telephone solicitors registrations	5	20	15	10
Average number of business days to process notary commissions	5	10	8	5
Average number of business days to process limited/limited liability partnerships and foreign limited liability partnerships filings	5	10	8	7

STA 3.0

Program Summary
PUBLIC SERVICES

Scott Cancelosi, Acting Director

Phone: (602) 542-4751

A.R.S. § 41-311 et seq.; 41-1001 et seq.

Mission:

To provide public information, process applications, file agency rules and publish the Arizona Administrative Code and the Arizona Administrative Register, publish statutorily mandated and other informational publications and documents, serve the public efficiently and professionally.

Description:

The Public Services Division files and publishes the rules of the state agencies quarterly in the Arizona Administrative Code, and weekly in the Arizona Administrative Register; publishes documents for the Office of the Secretary of State including the State & United States Constitution, the Residential and the Mobile Home Park Landlord and Tenant Acts, the Arizona Notary Public Handbook, the Legislative Directory, the Arizona Blue Book and numerous other documents, pamphlets, booklets, etc.; reproduces for public distribution the Chapter Laws as passed by the legislature and signed by the Governor.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	445.0	527.0	742.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	25.0	25.0
Federal Funds	0.0	0.0	0.0
Program total	445.0	552.0	767.0
FTE Positions	6.0	6.0	6.0

◆ **Goal 1** To serve the public by providing printed materials accurately and expeditiously.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of other publications (Code Price List, Notary Workbooks, Notary Handbooks, General Office Brochures, Elections materials, Trade name/ Trademark Books, Uniform Commercial Code, Bingo Law & Rules and other miscellaneous publications printed and distributed	156,340	214,305	200,000	180,000
Number of Arizona Administrative Register subscribers (Added FY '04)	218	200	230	240
Chartered bill subscriber (The number of people requesting all Bills filed) (added in FY '04)	121	100	110	120
Number of Executive Orders (EO) filed	24	28	30	35

◆ **Goal 2** To develop new brochures, booklets and other publications as mandated by law or requested by the public; to print them in-house as required with 30-35% using the four-color process.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Chapter Laws publications distributed; misc legislative filings, veto letters	377	412	385	385

◆ **Goal 3** To provide service that allow agencies, boards and commissions to develop rules accurately and efficiently.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of rules and rule-related items filed	697	763	800	825

◆ **Goal 4** To serve the public by providing materials on-line accurately and expeditiously

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of people accessing the Arizona Administrative Register on-line per month	1,500	26	30	30
Number of people accessing the Arizona Administrative Code on-line per month	5,400	4,253	4,300	4,400
Percentage of Administrative Register available via the Internet in conjunction with publication date	100	100	100	100
Number of people accessing Arizona Blue Book on-line per month	1,200	647	650	675

◆ **Goal 5** To provide public information and publications.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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
Joe Kanefield, Director	
Phone: (602) 542-6167	
A.R.S. § 16-101 et seq.; 19-101 et seq.; 38-541 et seq.	

Mission:

To provide professional, courteous service in the administration of campaign finance and lobbyist laws; candidate and ballot measure filings; training and certification of county recorders and election officials; develop and implement coordination of statewide voter registration; review and certification of election equipment used by the counties; conduct logic and accuracy tests prior to each election on counties' vote counting devices; conducting a voter outreach program; provide information to the public on ballot measures through publication of the publicity pamphlet and Town Hall meetings; and retrieval of filings for the public upon request. To successfully implement provisions of the "Help America Vote Act of 2002" to improve the administration of Federal elections. To ensure improvement to the state election process through the replacement of existing punch card voting systems, encourage election accessibility for individuals with disabilities, and create a new statewide voter registration database. Election Services will partner with the County Reorders and Election Officials through coordination, cooperation and collaboration to provide new and innovative technology to ensure federally-mandated statewide election reform.

Description:

The Election Services Division complies with its statutory mandates by registering lobbyists and accepting their filings; accepting campaign finance filings; coordinating state responsibilities for voter registration under the National Voter Registration Act of 1993; receiving documents from and certifying for the ballot candidates for state office; canvassing and certifying the results of statewide elections; testing and certifying voting devices for use by counties; testing the logic and accuracy of counties' election equipment and training and certifying county election officials; certifying initiatives and referendums for the ballot; publishing and mailing the publicity pamphlet to every household with a registered voter; conducting Town Halls on ballot measures; creating and implementing a voter outreach program. 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. The State will create a new uniform statewide voter registration system; will certify new and existing voting systems according to national standards; replace all punch card voting devices used by counties for elections; improve voting device accessibility; maintain uniform election procedures and certification of election officials and poll workers; increase voter education for new voting systems; and establish a statewide complaint system for a uniform nondiscriminatory response to grievances.

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,613.9	798.9	4,314.4
Other Appropriated Funds	47.1	40,000.0	20,000.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	3,661.0	40,798.9	24,314.4
FTE Positions	8.0	8.0	10.0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Campaign Finance data available on-line	100	100	100	100
Number of Campaign Finance reports filed	4,500	4,460	4,650	4,700
The number of Principal/Public Body/Lobbyists registered	1,700	1,959	1,950	1,950
The number of Campaign Committees registered	750	725	800	750
Percentage of people accessing Campaign Finance report via Internet versus in person	90	100	100	100
Percentage of people accessing Political Action Committee reports via Internet versus in-person	100	100	100	100
Number of Standing Political Committees registered	37	37	41	42
Number of Campaign Finance seminars	5	0	10	17

◆ **Goal 2** To coordinate statewide voter registration as provided under the National Voter registration Act of 1993.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of people accessing on-line voter outreach information	4,000	21,000	15,000	20,000
The number of publicity pamphlets printed and distributed (in thousands)	0	1,500.0	1,500.0	1,700.0
The number of registered voters (in thousands)	2,275.0	2,682.0	2,700.0	2,750.0
The number of Town Hall meetings per year	n/a	32	n/a	45

◆ **Goal 3** To provide statewide voter registration election, voter outreach, and HAVA.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of votes cast on provisional ballots compared to total voter registration	50	3.8	0	5.0
Total voter registration	2,274,367	2,682,242	2,700,000	2,750,000
Percent of delinquent campaign finance filings	10	10	10	10
Percent of delinquent elected official financial disclosure statement	10	11	9	8
Percent of delinquent lobbyist reports	1.53	1.30	1.25	1.00



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Agency Summary
SENATE

Ken Bennett, 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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	6,341.0	8,109.8	8,109.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	6,341.0	8,109.8	8,109.8
FTE Positions	0.0	0.0	0.0

◆ **Goal**



OSP 0.0 **Agency Summary**
 GOVERNOR'S OFFICE OF STRATEGIC PLANNING AND BUDGETING
 Gary Yaquinto, 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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,720.7	2,075.4	2,075.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,720.7	2,075.4	2,075.4
FTE Positions	22.0	26.0	26.0

Strategic Issues:

Issue 1 Limited Resources

The OSPB budget, like many state agencies, has undergone significant budget reductions in recent years. The scope of work of the office has also increased, which has presented management challenges. The office has continued to use and improve its automation of business processes in an effort to maintain efficiency while dealing with increased workload demands.

◆ **Goal 1** To improve the efficiency and effectiveness of the state strategic planning process and budgeting process.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of agencies submitting budget information electronically	95	95	95	95
Percent of agency submitting Master List information electronically	100	100	100	100
Percent of participants rating budget and planning training as excellent or good	88	95	95	95



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Agency Summary

STRUCTURAL PEST CONTROL COMMISSION

Lisa Gervase, Executive Director
 Phone: (602) 255-3664
 A.R.S. § 32-2301 et. seq.

Mission:

To advocate, through licensure, education, compliance and enforcement, the safe application of pest control technologies that benefit the citizens of Arizona.

Description:

The Structural Pest Control Commission (SPCC) licenses and regulates pest control companies, qualifying parties, and applicators; provides education and training to applicants and licensees; and provides education and information to the public regarding pest control activities in non-agricultural settings.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,905.7	1,991.3	1,925.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	140.2	143.4	140.1
Program total	2,045.9	2,134.7	2,065.8
FTE Positions	36.0	36.0	36.0

Strategic Issues:

Issue 1 *Better protect consumers (homeowners) through responsible legislation*

The SPCC continues to work with stakeholders to foster responsible, consumer oriented legislation. Most recently, in the last legislative session the passage of HB 2341 made numerous positive changes. Two of the many changes were redefining the areas of structural pest control and, mandating that only licensed applicators may apply pesticides in schools. Efforts to better protect the public remain a strategic issue and the SPCC will continue to initiate/sponsor responsible, consumer oriented legislation in subsequent legislative sessions.

Issue 2 *Ensure, through program analysis/examination, that the Commission provides statistically valid, legally defensible tests that are based on best practices and contain the most current 'field specific' content.*

Examination validation along with a thorough review of all training materials and programs provided by the Commission to Qualifying Parties and Applicators preparing for licensure is scheduled to commence during this fiscal year in a phased approach contingent upon funding availability. Efforts to review and update Commission-offered tests in all categories have been completed while the function of test administration has been outsourced in compliance with HB 2189.

Issue 3 *Enhance regulatory protection for consumers and improve customer service to the pest control industry.*

The SPCC has effected a computer based testing program statewide through a third party contract. As noted previously, the many benefits of this initiative are statewide accessibility (convenience); test consistency, i.e., the same experience at every test site; the effective optimization of resources for better protection of the public; technology that is on the cutting edge in terms of movement towards e-government and taxpayer convenience; and, 'real time' test results. The SPCC will aggressively monitor outsourced testing to ensure appropriate quality assurance and fiscal responsibility. In another area of program operations, the SPCC is closely reviewing outsourced laboratory sampling activities with the goal of attaining an improved level of service, consumer protection, and accountability.

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total applications received	2948	3442	3500	3600

Average calendar days from receipt of completed application to issuance or denial of certification	11	10	10	10
Average calendar days from receipt of completed application to ruling on application for Qualifying Party testing	27	27	27	27
Qualifying Party License renewals issued	987	1201	1300	1400
Total individuals or facilities licensed	8,135	7958	8200	8400
Applicator licenses renewed	5446	5732	5990	6262
Percentage of licenses processed within overall time frame	100	100	100	100
Percentage of Applicator License renewals processed on line	27	54	60	60
Percentage of Qualifying Party License renewals processed on line	0	37	60	75
Percentage of Business License renewals processed on line	0	36	60	75
Business License renewals issued	943	1025	1030	1036

◆ **Goal 2** To provide continuous quality education to the public and industry members through Structural Pest Control Commission presented or approved programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of contact hours for initial license training taken annually from the SPCC	240	2640	2000	2000
Number of CE contact hours taken annually from the SPCC	2000	12190	4000	4000
Number of Education and Training contract hours provided to the Public by the SPCC	72	100	100	100

◆ **Goal 3** To Monitor pesticide applications and ensure compliance with SPCC Laws and Rules.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total inspections conducted	2,403	2641	2,649	2,780

◆ **Goal 4** To efficiently and professionally investigate inquiries and complaints to protect and maximize the safety of the general public.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total Inquiry investigations conducted	180	273	280	280
Total Complaint investigations conducted	175	135	150	150
Number of Consent agreements reached	89	194	180	180
Number of formal hearings held	29	27	30	30
Percent of investigations resulting in disciplinary action	50	49	50	50
Number of licenses Revoked	1	1	1	1
Total consumer and Commission generated complaints	175	135	150	150
Average calendar days from receipt of complaint to resolution	90	180	180	180



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Agency Summary

STATE BOARD OF TAX APPEALS

Alisha 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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	246.5	285.8	277.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	246.5	285.8	277.9
FTE Positions	4.0	4.0	4.0

Strategic Issues:

Issue 1 Continue to expedite tax appeals in a timely manner to prevent any delays in the appeals process.

The Board is current in handling tax appeals. Maintaining the appeals process at the current level continues to be the Board's priority. The issuance of timely decisions and the timely publication of such decisions benefits all parties involved as well as tax practitioners. Unforeseen legislative changes and court decisions may increase the Board's caseload that will again create delays and backlogs in the appeals process. For FY 2005-2006, legislation provided the Revenue Department an additional \$6,788,900 and 103 FTE positions for the revenue-generating program. This will result in more audits of taxpayers that will cause more protests and appeals to be filed. Since the Board's caseload is based on appeals filed from decisions of the Department of Revenue and the Office of Administrative Hearings, large increases in the number of decisions issued by these State agencies may also create delays and backlogs in the appeals process.

◆ **Goal 1** To receive and process tax appeals expeditiously to prevent any delays in the appeals process.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Caseload processing (and number of issues)	121(215)	40(78)	125(250)	150(300)
Number of tax appeals resolved	103	20	70	80
Number backlogged requiring written decision	0	0	10	15
Number of months to process appeal	4.50	4.50	5.50	5.50



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

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of complainants grading complaint processing as good or higher	99	99	99	99
Percent of complaints resolved by informal methods	100	99	99	99
Number of investigations completed	318	296	260	260
Number of complaints received	316	241	316	316
Average time in calendar days from receipt of complaint to resolution	259	312	180	180

◆ ◆ ◆ ◆ ◆ ◆

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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,255.4	1,432.6	1,387.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,255.4	1,432.6	1,387.7
FTE Positions	19.0	19.0	19.0

Strategic Issues:

Issue 1 Customer Service

The Agency continues to assess the delivery of services and seek 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.

Issue 2 Use of technology

The Agency continues to explore the use of new technology to assist in a better delivery of services.

◆ **Goal 1** To rapidly and accurately process applications for registration.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of new registrants grading application processing as good or better	99.9	97	100	100
Average number of days to process an application	90	90	90	90
Total number of professional licensees	25,931	27,266	27,543	27,543

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of persons grading response to request for information as good or better	99.5	99.5	100	100

◆ **Goal 4** To actively investigate all instances of possible illegal conduct related to professional practice.

TOA 0.0

Agency Summary
OFFICE OF TOURISM

Margie A. Emmermann, Director
Phone: (602) 364-3717
A.R.S. § 41.2301-41.2306

Mission:

To enhance the state economy and the quality of life for all Arizonans by expanding travel activity and increasing related revenues through tourism promotion and development.

Description:

The Office of Tourism (AOT) employs a marketing and customer-service orientation in performing its statutory duties as follows: planning and developing a comprehensive in-state, national, and international marketing plan that includes advertising campaigns; travel sales and marketing programs; media and public communications; promoting and developing tourism-related business in Arizona; undertaking research to guide tourism development plans for the State and to establish the Office as a central clearinghouse for tourism-related data; and providing information and assistance as needed by citizens, business enterprises, industry organizations, and governmental agencies on matters related to the mission of the Office.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ADMINISTRATION	11,963.5	12,844.5	13,233.5
➤ TOURISM PROMOTION	18,220.6	23,110.3	21,427.4
Agency Total	30,184.1	35,954.8	34,660.9

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	11,963.5	12,844.5	13,233.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	18,220.6	23,110.3	21,427.4
Federal Funds	0.0	0.0	0.0
Program total	30,184.1	35,954.8	34,660.9
FTE Positions	56.0	56.0	56.0

Strategic Issues:

Issue 1 *Responding to rapidly expanding competition threatening to steal market share in Arizona's traditional market segments (weather and scenery, outdoor adventure, and culture/heritage).*

Many of the state's traditional advantages market share, high spending visitor segments, high-quality golf, 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 needs more resources to launch a successful competitive response.

Issue 2 *Adjusting destination marketing activities to account for the rapidly changing travel planning behaviors of Arizona's primary visitor segments.*

Competitive conditions are forcing successful destinations to orient both their marketing and product development efforts in ways that lead them to speak directly

to the wants and needs of target customer segments. According to a study by the Travel Industry Association of America, more than two-thirds of online travelers are using the Internet for planning their trips and fully one-third now use the Internet for actually booking their trips. The ever expanding baby boomer market one of Arizona's key visitor segments is taking more frequent, but shorter trips, planning those trips with less lead time, and relying less on printed materials and more on the Internet for travel information. To successfully compete for this key segment against destinations that are employing sophisticated marketing methods, Arizona must remain on the cutting edge with enhanced customer relationship marketing techniques.

Issue 3 *Improving 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. The successful expansion of Phoenix Civic Plaza will require short-term management solutions during the construction period and a long-term promotion strategy for the expanded facility.

Issue 4 *Positioning the Grand Canyon as the gateway to extended visitation in Arizona to counter competitors' initiatives to siphon off the economic benefits of the Canyon.*

Arizona's signature tourism destination, the Grand Canyon, is positioned between prominent competing leisure tourism destinations (i.e. Southern California and greater Las Vegas) which often successfully integrate the Grand Canyon as a brief visit on itineraries that include much greater visitation and expenditure within these two destinations, rather than in Arizona. These traditional competitors feature numerous large-scale man-made attractions that generate significant pools of funding for destination marketing organizations that exceed those available in Arizona by many times. Arizona must promote creative packaging and partnerships by tourism destinations and communities in order to counter better-funded rivals.

TOA 1.0

Program Summary
ADMINISTRATION

Margie A. Emmermann, Director
Phone: (602) 364-3717
A.R.S. 41.2302 - 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	11,963.5	12,844.5	13,233.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	11,963.5	12,844.5	13,233.5
FTE Positions	25.0	25.0	25.0

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	18,220.6	23,110.3	21,427.4
Federal Funds	0.0	0.0	0.0
Program total	18,220.6	23,110.3	21,427.4
FTE Positions	31.0	31.0	31.0

◆ **Goal 1** To ensure the efficient, timely, and accurate administration of AOT's financial and business affairs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of invoices paid within 30 days	95	91	95	95
Average number of days for processing invoices received	20	16	17	17

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Hours of certified training in procurement	16	24	16	16

TOA 2.0

Program Summary
TOURISM PROMOTION

Margie A. Emmermann, Director
Phone: (602) 364-3717
A.R.S. 41.2302 - 41.2305

Mission:

To coordinate all of Arizona Office of Tourism's primary marketing efforts (i.e., advertising, consumer fulfillment, media communications, travel industry marketing, and market research) to ensure maximum impact in motivating targeted traveler segments to visit Arizona. To create a cooperative, image-consistent campaign of statewide tourism marketing promotions through developmental assistance and financial support of local tourism efforts. To manage the Arizona Office of Tourism (AOT) welcome center operations to encourage visitors to the center to extend their stay in the State and generate additional tourism-related expenditures.

Description:

The program integrates the activities of the subprograms in order to maximize their individual effects by coordinating marketing efforts that stimulate consumer demand (e.g., advertising, media communications, etc.) with development programs that augment the Arizona travel product in consumer marketing channels; thus assisting Arizona communities, regions and non-profit entities in the development and promotion of their travel destinations and tourism attractions. Also, operating the Welcome Center at Lupton enhances the traveling public's perception and experience of Arizona as a travel destination by providing a positive first image of the State to visitors entering through the Interstate 40-West gateway.

This Program Contains the following Subprograms:

- ▶ **State Tourism Promotion**
- ▶ **In-State Tourism Promotion (Prop 202)**
- ▶ **Maricopa County Tourism Promotion**

TOA 2.1

Subprogram Summary
STATE TOURISM PROMOTION

Margie A. Emmermann, Director
Phone: (602) 364-3717
A.R.S. § 41.2302 - 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	10,389.3	13,203.5	10,673.7
Federal Funds	0.0	0.0	0.0
Program total	10,389.3	13,203.5	10,673.7
FTE Positions	31.0	31.0	31.0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Constituent satisfaction with AOT advertising programs (scale 1-5, 5=extremely satisfied)	3.3	3.3	3.5	3.5

◆ **Goal 2** To educate, motivate, and assist the travel industry to create and market group and individual tour packages to Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Sales leads and trade inquiries generated by domestic and international tradeshows and sales missions	296	327	335	340
Trade and consumer requests for information fulfilled by international representatives	5,069	10,214	10,700	11,250

Explanation: International representatives can now fulfill consumer requests.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Sales leads and trade inquiries generated by domestic and international trade advertising	894	70	80	90

Explanation: Trade advertising plan eliminated two publications generating quantity, but not quality leads.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

◆ **Goal 3** To assist communities and tourism-related businesses in Arizona to develop tour and travel programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Constituent satisfaction with AOT travel industry marketing programs (scale 1-5, 5=extremely satisfied)	3.17	3.5	3.5	3.5
Number of trade familiarization tours and site inspections assisted or hosted by AOT	11	12	12	13
Number of participants on familiarization tours	177	109	115	122

Explanation: UK and Mexican tour operators were not available in desired timeframe; Go West participants did not join all FAMs.

◆ **Goal 4** To generate positive media coverage for Arizona tourism and the Arizona Office of Tourism.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Circulation of domestic print, TV and radio coverage about Arizona generated by AOT efforts (in millions)	191	129	130	131

Explanation: Higher proportion of in-state coverage, which have smaller circulation

Advertising value of domestic coverage about Arizona generated by AOT efforts (\$ in millions)	8	6.45	7	8
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Explanation: Amount can skew from year to year if very valuable film or TV marketing deal is achieved.

Advertising value of domestic and international media coverage generated by AOT's efforts for every \$1 expended on media promotions (in dollars)	36	44	45	46
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Explanation: Redefined which parts of the budget are specifically dedicated to media promotion, vs. using entire media budget.

Media leads and inquiries generated by attendance at trade shows and media missions	172	407	415	420
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Explanation: Increased attendance at trade shows and in media missions.

Number of individuals hosted/co-hosted by AOT on travel media familiarization tours	100	120	105	110
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Explanation: Increased number of international FAMs.

Circulation of international print articles about Arizona generated by AOT efforts (in millions)	100	102	105	110
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Explanation: Value increased even if circulation declined slightly; we are getting coverage in better publications.

Advertising value of international articles about Arizona generated by AOT efforts (\$ in millions)	9	11	11	12
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Explanation: Value increased even if circulation declined slightly; we are getting coverage in better publications.

Number of visitors to the online Press Room for immediate media fulfillment	27,212	38,150	39,000	40,000
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Explanation: Increased efforts to drive people to the Web site.

◆ **Goal 5** To assist communities with their media communications programs by consulting and providing expertise.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Constituent satisfaction with media relations programs and activities (scale of 1-5, 5=extremely satisfied)	3.4	3.5	3.5	3.5

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of responses to requests for information from the Arizona Office of Tourism and the Northern Arizona University tourism library	340	364	360	360
Constituent satisfaction with AOT's role as a clearinghouse for tourism data (scale of 1-5, 5=extremely satisfied)	3.64	3.6	3.7	3.7

◆ **Goal 7** To increase the number of participants in rural tourism marketing workshops and increase the overall satisfaction of the rural tourism marketing workshops (TEAM).

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of constituents participating in the workshops	202	215	230	240
Constituent satisfaction with workshops (on a scale of 1-5, 5=extremely satisfied)	4.53	4.58	4.6	4.65

◆ **Goal 8** To expand the volume of tourism activity through tourism promotion and development.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of domestic tourists (in millions)	27.8	27.8	28.0	28.5

Explanation: Domestic visitors to Arizona stayed longer and spent more.

◆ **Goal 9** To increase tourism-related marketing activity in communities throughout Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of communities and organizations participating in the grant program	64	63	67	72
Constituent satisfaction with matching grant program (scale of 1-5, 5=extremely satisfied)	4.05	3.8	4.0	4.3

◆ **Goal 10** To distribute AOT materials to communities and constituents in a timely manner.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Constituent and community satisfaction with distribution of AOT materials (scale of 1-5, 5=extremely satisfied)	3.73	3.4	3.7	3.8

◆ **Goal 11** To standardize operating procedures and to enhance levels of customer service at state-wide designated visitor centers throughout Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of local visitor centers in compliance with standardized operating procedures	26	27	30	30
Constituent level of satisfaction with workshops (scale of 1-5, 5=extremely satisfied)	4.2	3.7	4.0	4.2

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of visitors who gained added knowledge of Arizona as a result of their visit to the PCWC	86	87	88	90
Percent of visitors who extended their stay in Arizona as a result of their visit to the PCWC	21	22	23	23
Number of visitors to the Welcome Center	91,975	109,000	110,000	110,000

◆ **Goal 13** To efficiently use advertising resources to generate demand for Arizona tourism information.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Cost per inquiry for advertising-generated requests for Arizona travel planning information (in dollars)	14.31	17.65	18.00	18.50

Explanation: As advertising becomes more targeted, and as more people use the internet, fixed costs are spread over fewer inquiries.

Number of inquiries for Arizona travel packet (in thousands)	305	295	310	310
Increased awareness of Arizona as a tourism destination as a result of AOT's advertising efforts in selected target markets (in percentage points)	8	9	9	9
Percent of respondents who took specific action related to planning a vacation to Arizona after seeing AOT advertising in selected target markets	18	17	18	18
Number of visitors to AOT's consumer web sites for Arizona travel planning information (in thousands)	2,710	4,314	4,800	5,300

Explanation: Measuring arizonaguide.com and avv.com instead of just arizonaguide.com

Customer satisfaction rating for travel kits program (scale 1-5, 5=very satisfied) 4.3 4.2 4.3 4.4

TOA 2.2 **Subprogram Summary**
 IN-STATE TOURISM PROMOTION (PROP 202)
 Margie A. Emmermann, Director
 Phone: (602) 364-3717
 A.R.S. § 41.2306

Mission:

To create an awareness of and demand for Arizona as a premiere tourism destination for domestic and international visitors, through expanded marketing efforts and new programs with a targeted, customer-oriented focus.

Description:

Proposition 202 funds are dedicated to enhanced tourism promotion of Arizona, augmenting the Arizona Office of Tourism's existing promotional efforts by funding new and expanded marketing programs. This augmentation will increase the reach and frequency of TOA 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.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,172.4	5,024.5	5,627.4
Federal Funds	0.0	0.0	0.0
Program total	3,172.4	5,024.5	5,627.4
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To enhance the reach and frequency of existing AOT marketing programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Increase the number of gross impressions (in millions)	239	235	240	245

◆ **Goal 2** To expand the reach and frequency for select markets.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Increase the number of gross impressions in select target markets/cities (in millions)	107	139	130	155

Explanation: Projection down for 2006 because there are 3 target cities instead of 6

TOA 2.3

Subprogram Summary

MARICOPA COUNTY TOURISM PROMOTION

Margie A. Emmermann, Director
 Phone: (602) 364-3717
 A.R.S. § 41.306

Mission:

To strengthen and expand Maricopa County cooperative tourism marketing through developmental assistance and financial support of Maricopa County destination marketing organizations.

Description:

Proposition 302 Maricopa County Grant is available only to destination marketing organizations within Maricopa County. The purpose of this program is to provide funding for tourism marketing activities such as advertising, public relations and travel industry marketing. The Proposition 302 Maricopa County Grant Program assists in the development of innovative and effective tourism promotion projects at the local level. These local tourism promotion activities, in cooperation with the national and regional advertising efforts of the Arizona Office of Tourism, are intended to assist in maintaining a strong tourism industry throughout Arizona.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,658.9	4,882.3	5,126.3
Federal Funds	0.0	0.0	0.0
Program total	4,658.9	4,882.3	5,126.3
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To distribute Proposition 302 money in a timely manner



DTA 0.0

Agency Summary
DEPARTMENT OF TRANSPORTATION

Victor Mendez, Director
Phone: (602) 712-7227
A.R.S. Title 28

Mission:

To provide a safe and efficient transportation system, together with the means of revenue collection and licensing for Arizona.

Description:

The Arizona Department of Transportation was established in 1974. It is the state agency charged with planning, developing, maintaining and operating facilities for the efficient movement of people and products by surface and air throughout Arizona. The Department is also the statewide agency that registers motor vehicles and aircraft, licenses drivers, collects revenues, and investigates new transportation systems. It serves its customer base through geographically dispersed facilities. Most administrative activities are housed in the headquarters facilities in Phoenix. Field activities include ten district offices that oversee roadway construction and maintenance, twenty-two ports of entry that check commercial vehicles for compliance with size and weight laws, and sixty-seven Motor Vehicle Division Field Offices that provide title and registration and driver license services.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ADMINISTRATION	132,568.7	155,781.3	158,034.1
➤ INTERMODAL TRANSPORTATION	2,000,355.5	2,080,519.5	2,101,596.5
➤ MOTOR VEHICLE	670,441.7	712,272.8	717,206.7
➤ AERONAUTICS	12,822.5	22,080.7	22,771.6
Agency Total	2,816,188.4	2,970,654.3	2,999,608.9

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	71.7	74.7	4,325.2
Other Appropriated Funds	385,177.5	409,011.7	433,715.8
Other Non Appropriated Funds	2,430,939.2	2,561,567.9	2,561,567.9
Federal Funds	0.0	0.0	0.0
Program total	2,816,188.4	2,970,654.3	2,999,608.9
FTE Positions	4,701.0	4,724.0	4,838.0

Strategic Issues:

Issue 1 Maintenance

Arizona's taxpayers have made a very significant investment in roads and highways. Protecting that investment is much more than just filling pot holes. What are the best strategies ADOT can develop for protecting that investment? And what are the best strategies that will provide the necessary human and financial resources to protect that investment?

Issue 2 Customer Satisfaction

Whether internal or external, ADOT must maintain a strong customer service focus. This will require a mix of strategies involving staff, the application of more sophisticated management techniques and alternative service delivery methods that employ more technology, including the internet.

Issue 3 Program delivery

Each year the State Transportation Board adopts a Five-Year Construction Program. This Program is a result of a transportation assessment to determine how best to safely and efficiently move goods, services and people throughout Arizona.

The operating imperative is to deliver those projects on time, on budget and in quality condition.

Issue 4 Regional Transportation System

As Arizona's urban cores continue to experience phenomenal growth, the movement of goods, services and people will continue to be an important regional success factor. Keeping pace will require the full utilization of innovative financing, retention of engineering and management expertise, as well as partnering with interested parties. This is especially true for completion, on an accelerated timeline, of the 1985 voter approved Maricopa Regional Freeway System.

Issue 5 Technology

The agency is seeking strategies that can be developed to replace aging mainframe, legacy systems and processes. How can ADOT effectively make available the burgeoning amount of information for transportation decisions? How can technology be best utilized as a congestion mitigation and safety element? How can ADOT best utilize technology to provide on-line and other e-government services to its customer service activities?

Issue 6 Congestion Management

The Agency is researching what is the best strategy or mix of strategies to manage congestion on the state highway system.

DTA 1.0

Program Summary
ADMINISTRATION

Victor Mendez, Director
Phone: (602) 712-7227
A.R.S. Title 28

Mission:

To provide leadership and operational and financial support to help achieve the agency mission.

Description:

The Administration Program provides overall coordination, management and support functions for the Department. As described in A.R.S. § 28-104, the exclusive control and jurisdiction over state highways, state routes, state airports and all state-owned transportation systems or modes is vested in the Department of Transportation. The Department is charged with registering motor vehicles and aircraft, licensing drivers, collecting revenue, conducting multi-modal transportation planning, design and constructing transportation facilities, investigating new transportation systems and administering transportation safety programs.

This Program Contains the following Subprograms:

- ▶ Director's Office / Transportation Board
- ▶ Transportation Support Services
- ▶ Arizona Highways Magazine

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	38,772.1	41,802.6	44,055.4
Other Non Appropriated Funds	93,796.6	113,978.7	113,978.7
Federal Funds	0.0	0.0	0.0
Program total	132,568.7	155,781.3	158,034.1
FTE Positions	478.0	484.0	507.0

DTA 1.1 **Subprogram Summary**
 DIRECTOR'S OFFICE / TRANSPORTATION BOARD
 John Bogert, Chief of Staff
 Phone: (602) 712-7228
 A.R.S. Title 28

Mission:

To serve the employees, suppliers and customers of the Arizona Department of Transportation by exemplifying leadership and a commitment to achieve the agency guiding vision. The Transportation Board's mission is to administer the functions outlined in A.R.S. § 28-106 with respect to development or modification of the five-year transportation facilities construction program, the awarding of all construction contracts for transportation facilities and monitoring the status of such projects.

Description:

The Director and staff exist to provide strategic direction and guidance to agency personnel in achieving the organizational mission in an atmosphere of continuous improvement.

The Transportation Board distributes monies from the aviation fund for public airport planning, design and construction; establishes a complete set of state highway routes; determines which routes shall be accepted into the system and which shall be improved; establishes or otherwise alters the status of any portion of a state route or highway or other transportation facility; and determines priority programming with respect to transportation facilities.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	734.2	709.2	709.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	734.2	709.2	709.2
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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Agency assessment in Arizona Quality Award Criteria	n/a	n/a	n/a	7th Band
Administrative expenses as percentage of operating budget	5.1	6.0	10.0	10.0

◆ **Goal 2** To develop a high performing and successful workforce.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Middle Managers attending mandatory supervisory training	80	82	95	95
Agency turnover rate (percentage)	13.8	16.7	14.0	14.0

◆ **Goal 3** To optimize the use of all resources.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Injury Incidence Rate per 100 employees Note: this measure is on a calendar year basis	3.35	3.92	3.90	0.00

◆ **Goal 4** To improve public and political support necessary to meet Arizona's transportation needs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of time deadline met	99	97	99	99
Stakeholder Satisfaction Rating	n/a	n/a	n/a	8.0

DTA 1.2 **Subprogram Summary**
 TRANSPORTATION SUPPORT SERVICES
 John Bogert, Chief of Staff
 Phone: (602) 712-7228
 A.R.S. Title 28

Mission:

To provide effective and efficient support services to those who serve our customers and stakeholders.

Description:

Transportation Support Services provides many of the essential business services necessary for the Department to carry out its mission. It delivers these services to diverse customers located throughout the state. Service areas include: human resources, financial management, civil rights, audit, community relations, employee development, safety and health, procurement, information technology, facilities maintenance and planning and budgeting.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	38,037.9	41,093.4	43,346.2
Other Non Appropriated Funds	85,566.9	105,537.7	105,537.7
Federal Funds	0.0	0.0	0.0
Program total	123,604.8	146,631.1	148,883.9
FTE Positions	400.0	406.0	429.0

◆ **Goal 1** To achieve optimum service delivery.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of internal service functions meeting service level targets	80	80.0	80.0	80.0
Highway User Revenue Fund revenue forecast range (percent)	2.70	1.4	+2.0/-1.0	+2.0/-1.0
Regional Area Revolving Fund revenue forecast range (percent)	4.30	3.2	+2.0/-4.0	+2.0/-4.0

DTA 1.3 **Subprogram Summary**
 ARIZONA HIGHWAYS MAGAZINE
 Win Holden, Publisher
 Phone: (602) 712-2023
 A.R.S. § 28-1881 to 28-1884

Mission:

To encourage travel within Arizona by publishing magazines and products about the state and its people while achieving the highest level of quality in production and customer service.

Description:

The first issue of Arizona Highways was published in 1925. The current monthly circulation, including newsstand, averages 244,000 and includes subscribers from every state and 114 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 \$19. Arizona Highways is an Enterprise Fund and generates revenue from two major sources: subscription and newsstand sales of the magazine and product sales. The magazine employs approximately 50 people. The magazine is 48 full-color pages per issue. All of the writing and photography included is provided by freelance professionals who are paid fees for one-time rights to publish their material. Arizona Highways operates its own computerized fulfillment system for receiving, processing, and shipping orders and one retail gift shop in Phoenix.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,229.7	8,441.0	8,441.0
Federal Funds	0.0	0.0	0.0
Program total	8,229.7	8,441.0	8,441.0
FTE Positions	72.0	72.0	72.0

◆ **Goal 1** To remain financially self-sufficient.

DTA 2.0

Program Summary
INTERMODAL TRANSPORTATION

Sam Elters, State Engineer
Phone: (602) 712-7391
A.R.S. § 28-104

Mission:

To continually improve the safety, efficiency and quality of Arizona's highway system and its intermodal connectors.

Description:

The Intermodal Transportation Division (ITD) serves as the state's public entity to construct and maintain a quality highway system.

This Program Contains the following Subprograms:

- ▶ **Development and Administration**
- ▶ **Maintenance**
- ▶ **Construction**
- ▶ **Intermodal Transportation Planning**
- ▶ **Vehicles and Heavy Equipment**

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	71.7	74.7	4,325.2
Other Appropriated Funds	254,471.5	269,002.6	285,829.1
Other Non Appropriated Funds	1,745,812.3	1,811,442.2	1,811,442.2
Federal Funds	0.0	0.0	0.0
Program total	2,000,355.5	2,080,519.5	2,101,596.5
FTE Positions	2,525.0	2,519.0	2,565.0

DTA 2.1

Subprogram Summary

DEVELOPMENT AND ADMINISTRATION

Sam Elters, State Engineer
Phone: (602) 712-7391
A.R.S. § 28-104

Mission:

To provide the leadership and support to all entities of ITD to improve the safety, efficiency and quality of the state highway system and its intermodal connectors.

Description:

The ITD – Development and Administration Budget Subprogram includes all full time equivalent positions located statewide, which are appropriated/ budgeted under the Administrative Operating Fund/ Budget. The ITD Core Team provides the key leadership for ITD. This Team consists of the State Engineer, Deputy State Engineers, Chief Administrative Officer. They encourage all employees to exceed customer expectations through emphasis on delivering quality products and services on time and within budget. Their responsibilities include daily liaison with customers, partners and other stakeholders. Open communication exists with the leaders and project teams in the various Engineering Districts and Development Groups to identify and resolve the short term needs and plan for the long-term needs/accomplishments of the Division. This team is responsible for the project development and operations of the state highway infrastructure, including promotion of environmental stewardship and employee and highway user safety.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	60,954.8	63,970.9	66,032.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	60,954.8	63,970.9	66,032.3
FTE Positions	683.0	682.0	695.0

◆ **Goal 1** To improve the movement of people and products throughout Arizona. Note : There are no objectives for this goal.

◆ **Goal 2** To increase the quality, timeliness and cost effectiveness of our products and services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of dollars awarded vs. planned	124	97	100	100
Average evaluation rating	3.43	3.45	3.15	3.20

◆ **Goal 3** To develop and retain a high performing, successful workforce.

◆ **Goal 4** To optimize the use of all resources.

◆ **Goal 5** To improve public and political support necessary to meet Arizona's transportation needs.

DTA 2.2	Subprogram Summary MAINTENANCE
Sam Elters, State Engineer	
Phone: (602) 712-7391	
A.R.S. § 28-104	

Mission:

To maximize the life expectancy, operational efficiency, appearance, and safety of the state highway system.

Description:

The ITD – Maintenance Budget Subprogram includes all full time equivalent positions located statewide, which are appropriated/ budgeted under the Maintenance Fund/ Budget. This Budget Subprogram is a multi-million dollar operation involving over seventy organizational units distributed throughout the State, working in nine maintenance-engineering districts and a central maintenance office. Funding is provided for asset management on and along approximately 27,000 maintenance travel lane miles of highway. This subprogram includes the highway system’s operation components.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	103,456.2	111,633.2	123,900.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	103,456.2	111,633.2	123,900.6
FTE Positions	925.0	925.0	953.0

◆ **Goal 1** To improve the movement of people and products throughout Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total maintenance lane mile (calendar year basis)	TBD	TBD	26,369	26,620

◆ **Goal 2** To increase the quality, timeliness and cost effectiveness of our products and services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total state system <171. Note: this measure is on a calendar year basis and actual for FY 2003 was 96	TBD	TBD	95	95

◆ **Goal 3** To develop and retain a high performing successful workforce. Note: There are no objectives for this goal.

◆ **Goal 4** To optimize the use of all resources.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Variable Message Signs Note actual for FY 2003 was 105	109	111	117	121
Percent of state system meeting minimum LOS standards Note, expected implementation is FY 07	TBD	TBD	TBD	TBD

DTA 2.3	Subprogram Summary CONSTRUCTION
Sam Elters, State Engineer	
Phone: (602) 712-7391	
A.R.S. § 28-104	

Mission:

To provide leadership and support in construction administration to continually improve the safety, efficiency, and quality of Arizona’s highway system.

Description:

The ITD – Construction Budget Subprogram includes all full time equivalent positions located statewide, which are appropriated/ budgeted under the Construction Fund/ Budget. This subprogram is responsible for the administration of a statewide annual construction program of over \$950 million.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	53,107.6	54,777.5	57,202.8
Other Non Appropriated Funds	1,736,407.7	1,802,037.6	1,802,037.6
Federal Funds	0.0	0.0	0.0
Program total	1,789,515.3	1,856,815.1	1,859,240.4
FTE Positions	622.0	619.0	623.0

◆ **Goal 1** To improve the movement of people and products throughout Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total center line miles (calendar year basis)	TBD	TBD	6,810	6,833
Total lane (travel) miles (calendar year basis)	TBD	TBD	18,646	18,810
Percent of highway construction projects completed on schedule	98.0	98.3	98.0	98.0
Center line miles open Note: this measure is on a calendar year basis	TBD	TBD	129	137
Travel lane miles open Note: this measure is on a calendar year basis	TBD	TBD	838	921
Percent of Maricopa Regional Freeway center line miles (calendar year basis)	TBD	TBD	94	100
Phoenix District Travel Lane miles open Note: this measure is on a calendar year basis	TBD	TBD	2,446	2,529

◆ **Goal 2** To increase the quality, timeliness and cost effectiveness of our products and services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Partnering Evaluation Program Rating	3.23	3.25	3.30	3.30

◆ **Goal 3** To develop and retain a high performing successful workforce. Note: There are no objectives for this goal.

◆ **Goal 4** To optimize the use of all resources

DTA 2.4 **Subprogram Summary**
INTERMODAL TRANSPORTATION PLANNING

Dale Buskirk, Director
Phone: (602) 712-7431
A.R.S. § 28-104

Mission:

To provide the highest quality multimodal transportation research, plans, and programs for Arizona.

Description:

The Transportation Planning Division (TPD) works with its customers and stakeholders in a collaborative effort to develop and implement statewide transportation policy and facilitate multi-modal, performance-based transportation planning and programming efforts at the state, regional and local level. TPD also performs research, supports a robust and advanced geo-referenced infrastructure, initiates common processes for the collection, analysis and distribution of fundamental transportation data and manages both the ADOT product evaluation program and the ADOT library. The Division helps to identify the important present and future transportation issues facing Arizona and assists, through research and planning, in the development of the supporting strategies needed to optimize investment to preserve and expand the state's transportation system.

The Division staff is organized into the following organizational units: Administrative Support, the Arizona Transportation Research Center (ATRC), Data Bureau, Priority Programming/Air Quality, and State and Regional Planning. Responsibilities include long-range multi-modal planning, development of asset infrastructure investment strategies, preparation of regional transportation profile studies, administration of state and federal air quality mandates, delivery of research services and the collection, analysis and dissemination of transportation data. Stakeholders include individuals, public and private entities, local and tribal governments, regional planning organizations and other interest groups.

There are five issues that are critical to the future success of the Division which need to be addressed from a strategic perspective. They are:

1. Begin programming projects for the Five-Year Construction Program from MoveAZ. Conduct Regional Transportation Plans to support update of Move AZ.

One of the Division's primary responsibilities has been the development of the Arizona Long-Range Multi-Modal Transportation Plan (MoveAZ). The purpose of the plan is to develop a system that allows for the efficient use of transportation resources, facilities and services over the next 20 years. It provides the framework by which state, regional and local plans are coordinated in order to provide strategic direction for sound transportation investment decisions. It serves as the blueprint for investing in the state's transportation system and assists the agency in setting priorities for funding projects and programs. With the adoption of MoveAZ the programming process for the Five-Year Construction Program can begin. Full implementation will require a number of programming cycles. To ensure that MoveAZ is updated in five years, Regional Transportation Profiles must be initiated. These Profiles will provide the data necessary for the update. It will require three years to get all Profiles under contract. During the Programming and Planning process, TPD will conduct Consultation meetings with Local Elected Officials. These meetings will ensure that Local Elected Officials are kept informed on ADOT's direction and have an opportunity to provide meaningful input. This process is in accordance with Federal Regulations.

Another major TPD responsibility is to provide planning assistance to local communities promoting Small Area Transportation Studies and to provide technical assistance to regional planning agencies. These activities are critical to a solid Long Range, Multi-Modal Transportation Plan that is beneficial to the entire state.

2. Maintenance of the Data Bureau

Data represents a critical strategic resource which is the fuel for a wide range of important activities that sustain and support the Department's activities. TPD is responsible for collecting, processing, analyzing and disseminating a variety of transportation related data pertaining to all public roadways with emphasis on the Arizona state highway system. Data items include pavement condition, traffic

volume, system capacity, geo-spatial information and asset inventories. Transportation data are used to support Federal funding apportionments, facilitate the design and construction of transportation projects, promote public safety and mitigate air quality issues. It is published and made available to the Federal Highway Administration (FHWA), local and planning organizations and the traveling public.

3. Programming/Asset Management

As a result of the Government Accounting Standards Board Statement 34, ADOT is now responsible to account for all of its infrastructure assets. ADOT manages a large roadway network comprised of many infrastructure assets. The TIAMS provides a process to review the performance of the infrastructure assets in light of the investment decisions that have been made. The TIAMS enhances ADOT ability to review, revise, and improve investment decisions. The TIAMS is a major user of transportation data and the Asset Information Data Warehouse will be a resource to provide a one-stop shop for infrastructure asset information. The strategy is to develop and implement both an AIDW and an ADOT TIAMS.

4. Workforce Development

TPD must have an adequate workforce if it is to meet the requirements involved with the planning, programming and support of a high-quality, multi-modal transportation system. The Division must develop and implement a succession plan to assure the transfer of experience and expertise from key personnel to their new workforce. Additionally, TPD must establish a training plan for employee development and also set minimum training requirements relative to the areas of expertise of the employees. These training requirements must be monitored and enforced.

5. Manage Research and Product Evaluation Programs

The Arizona Transportation Research Center manages ADOT's research and product evaluation (PRIDE) programs. The focus of these programs is to support better planning, design, construction, operation, maintenance and funding of the State's transportation system.

Note: Public Transportation is ADOT's newest Division. The following paragraphs describe its program mission and description followed by its Goal and related objectives.

Sub-Program: Public Transportation Division

Contact: Jim Dickey, Director
Phone: 712 8137

Mission: Identify public transportation needs, and administer programs and resources to provide safe and reliable mobility options for Arizona's communities.

Description: The Public Transportation Division (PTD) works with program managers, customers, and stakeholders collaboratively to identify, develop, implement, and operate Public Transportation Programs that are funded primarily through Federal and local resources. PTD also performs statewide Public Transportation research and planning to facilitate program feasibility and implementation, in support of Federal program funding for both rural and urban categories. PTD provides data analysis for programs that are funded with FTA resources and provides analysis of impacts of public transportation programs on important transportation corridors in cooperation with the Transportation Planning Division (TPD). PTD performs its designated role in State Safety Oversight (SSO) for light rail programs throughout the state. PTD also manages program direction for Arizona Rides, under Governor's Executive order.

The Division is organized into the following units: Rural Transportation Program Management; Elderly and Disabled Program Management; Statewide Transit Planning; Light Rail Safety Oversight; and Special Projects/Administration. Stakeholders include municipalities and counties, council's of governments and metropolitan planning organizations, tribal governments, individuals and private entities, and a variety of interest groups

Critical issues for future success:

1. Development of a internal strategic plan

- As a new Division within the Department, PTD must develop an internal structure that articulates vision and direction, identifies goals and objectives, and provides guidelines for sub-grantees in the administration of Federal funding programs

- PTD must identify necessary skills, educate, train, and promote employees in order to achieve a desirable workforce development perspective.

2. Defining and articulating statewide Public Transportation policy

- PTD must provide direction and leadership in the development of statewide planning processes that encourage the development of efficient and effective multimodal options in both rural and small urban environments;

- Long term success in Public Transportation programs must be guided through sound policy development and implementation

- Statewide planning efforts must identify strategies that integrate transportation needs with transportation infrastructure and asset deployment;

- PTD must identify long term policy applications in order to identify and achieve it's mission, goals, and objectives.

3. Providing technical assistance and other resources to municipalities in the planning and implementation of rural, elderly/disabled, and high capacity transportation services

- PTD must provide accurate data management, including collection, reporting, analysis, and application

- Planning direction must focus on desired outcomes that address a wide variety of multimodal transportation alternatives

- PTD must effectively administer its grants management program through TEAM and ECHO.

4. Completion of State Safety Oversight program development for Arizona's first LRT system

- PTD must provide the guidance and framework for safety and security programs in the construction and operation of light rail programs, specifically Valley Metro Rail;

- PTD must identify its long term role in providing Safety Oversight of similar passenger rail programs in other areas of the state.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	71.7	74.7	4,325.2
Other Appropriated Funds	2,949.1	3,002.5	3,074.9
Other Non Appropriated Funds	9,404.6	9,404.6	9,404.6
Federal Funds	0.0	0.0	0.0
Program total	12,425.4	12,481.8	16,804.7
FTE Positions	48.0	46.0	47.0

◆ **Goal 1** To develop and implement the regional transportation profiles.

◆ **Goal 2** To provide Transportation related data, in a timely manner, to ADOT users and its stakeholders.

◆ **Goal 3** To manage ADOT's Assets Information within the Priority Programming System database.

◆ **Goal 4** To maintain optimum staffing expertise.

◆ **Goal 5** To manage Research and Product Evaluation Programs.

◆ **Goal 6** To Develop and implement a Public Transportation plan through a

combination of Federal and local resources.

◆ **Goal 7** To identify long term direction in order to develop staffing needs, training, and experience.

◆ **Goal 8** To provide technical assistance through active participation in related statewide multimodal planning processes.

DTA 2.5

Subprogram Summary

VEHICLES AND HEAVY EQUIPMENT

John H. Nichols, Physical and Plant Administrator

Phone: (602) 712-7795

A.R.S. § 28-7006

Mission:

To purchase, maintain, repair and dispose of light and heavy duty vehicle and fleet equipment for ADOT and perform contract services for selected state agencies and county/municipal governments.

Description:

It is the responsibility of Equipment Services to: provide and maintain the equipment fleet for ADOT users; maintain equipment fleets for other agencies and county/municipalities governments under contract; collect revenue to finance capital replacement and operational expenses; provide management and financial information through an equipment management system; provide fuel resources statewide in compliance with federal/ state EPA regulations; and, maintain state port of entry scales.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	34,003.8	35,618.5	35,618.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	34,003.8	35,618.5	35,618.5
FTE Positions	247.0	247.0	247.0

◆ **Goal 1** To optimize the use of all Equipment Services resources.

◆ **Goal 2** To Maintain a safe and supportive work environment where all team members are encouraged to achieve their maximum potential

DTA 3.0
Program Summary
MOTOR VEHICLE
 Stacy K. Stanton, Division Director
 Phone: (602) 712-8152
 A.R.S. Title 28

DTA 3.1
Subprogram Summary
MOTOR VEHICLE SUPPORT SERVICES
 Stacy K. Stanton, Division Director
 Phone: (602) 712-8152
 A.R.S. Title 28

Mission:

To support Arizona through licensing, vehicle credentialing, revenue collection, safety programs, and by promoting compliance with transportation laws.

Description:

The Motor Vehicle Division (MVD) is responsible for transportation-related activities, including: issuance of licenses and vehicle credentials; revenue collection and management; transportation law compliance; and legislative support.

MVD operates field offices and ports of entry statewide. MVD also oversees the Competitive Government Partnership program for MVD functions and maintains collaborative partnerships with federal, state, and local agencies. MVD is the primary source of motor vehicle information to law enforcement agencies, other governmental entities, motor carrier and vehicle dealer industries, the news media, and the general public.

This Program Contains the following Subprograms:

- ▶ **Motor Vehicle Support Services**
- ▶ **Customer Services**
- ▶ **Motor Vehicle Enforcement Services**

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	90,136.2	96,176.7	101,110.6
Other Non Appropriated Funds	580,305.5	616,096.1	616,096.1
Federal Funds	0.0	0.0	0.0
Program total	670,441.7	712,272.8	717,206.7
FTE Positions	1,665.0	1,688.0	1,733.0

Mission:

To lead and support the Motor Vehicle Division in its provision of services.

Description:

The Motor Vehicle Support Services (MVSS) subprogram is comprised of three major components, including:

- Director's Office
- Executive Hearing Office
- Executive Services Group

The Director's Office (DO) provides leadership and assistance in legislative, government, public information and community relations; constituent services; information systems support, and organizational development.

The Executive Hearing Office (EHO) conducts administrative hearings arising from the licensing and enforcement authority of the Arizona Department of Transportation (Title 28, Arizona Revised Statutes). The cases heard involve diverse controversies, ranging from simple to complex issues. Hearings involve DUI-related offenses, driver license suspension and revocation actions, motor vehicle title and registration, motor vehicle manufacturers and franchises, motor carrier safety, motor carrier tax, aviation assessments, and cases regulating outdoor advertising along Arizona's Interstate, secondary, and primary highways.

Administrative Law Judges of the Executive Hearing Office also frequently appear before law enforcement agencies and other professional groups to explain Arizona's civil DUI and driver license enforcement actions.

The Executive Services Group (ESG) provides management support throughout the Division in the areas of strategic planning and budgeting, human resources, procurement, facility planning and management, purchasing, warehouse supply and distribution, dishonored check handling, and contracts. In addition, the Division, other governmental entities, businesses, and the general public are served through the provision of statistical information and reports.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	28,164.9	22,620.3	21,429.8
Other Non Appropriated Funds	579,078.7	614,744.0	614,744.0
Federal Funds	0.0	0.0	0.0
Program total	607,243.6	637,364.3	636,173.8
FTE Positions	144.0	145.0	129.0

◆ **Goal 1** To promote public safety and protection through regulation, licensing, and the administration of transportation laws.
 Note: Motor Vehicle Support Services has no objective/s for this goal.

◆ **Goal 2** To improve customer service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total reports identified for page reduction, cancellation/elimination, or consolidation	373	513	n/a	n/a

◆ **Goal 3** To promote safety and security in the workplace.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Injury Incidence Rate (per 100 employees) Note: this measure is on a calendar year basis and actual injury rate	TBD	TBD	3.80	3.50

for FY 2003 was 3.96

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 subprogram is comprised of four major components, including:

- Customer Service
- Motor Carrier and Tax Services
- Competitive Government Partnerships
- Division Operational Support Services

Customer Service (CS) provides services to the motoring public at 60 field offices statewide. Services include vehicle inspection, titling and registration, driver license skill testing, driver license issuance, commercial driver license and identification card issuance, temporary permits, driver license and vehicle registration reinstatements, commercial title and registration processing, provision of motor vehicle records, title production, processing abandoned vehicle requests, and voter registration assistance.

Motor Carrier and Tax Services (MCTS) is a diversified program that is responsible for fuel tax collection; accounting for and distributing HURF and other related revenues; identification of fuel tax evasion activities; bad debt collections for the Division; oversight of the medical review function to process medical eligibility for commercial and noncommercial drivers; interstate motor carrier registration; and commercial driver licensing, including skill testing, fleet registrations, and International Fuel Tax Agreement (IFTA) administration. Additionally, MCTS works with other agencies and the federal government regarding motor carrier safety programs, such as the Commercial Vehicle Information System Network (CVISN) and the Performance and Registration Information Systems Management (PRISM).

Competitive Government Partnerships (CGP) is responsible for the oversight of activities related to competitive government, renew-by-mail, motor vehicle dealer licensing, and motor vehicle record sales. Important aspects of CGP include promoting private sector involvement utilizing third party providers of MVD services to minimize the effects of population growth on the quality of products and services provided at MVD field offices, while also increasing state revenues with little or no additional cost to the taxpayer. In addition, CGP licenses professional driving schools. Approximately 700 third parties located throughout Arizona conduct title and registration transactions, driver license testing and application processing, motorcycle safety courses, vehicle inspections, and Traffic Survival Schools. CGP also oversees electronic service delivery by third parties via the internet and by interactive voice response.

Division Operational Support Services (DOSS) assists division-wide initiatives by developing and writing policies and rules, operating five public information call centers and one non-public call center, which provides technical phone support to field offices. Records management is handled through seven distinct units which include data entry of citations and court abstracts; DUI, criminal and fraudulent records; certification of records, including the photo lab; film research; financial responsibility mandatory insurance verification; title maintenance; customer service counter for records request; and microfilming. Division technical training required for employee competency is identified, coordinated, and provided; external training is provided to third parties, including courts, private companies, and other government entities. DOSS also investigates and processes DUI-related license reinstatements, and provides expert testimony in court proceedings. Finally, on behalf of the Division, DOSS coordinates federal interaction and handling of commercial driver licenses through the Commercial Driver License Information System (CDLIS) and supports help desk activities related to the Problem Driver Pointer System (PDPS) and the National Motor Vehicle Title Information System (NMVTIS).

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	49,668.0	58,689.0	63,966.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	49,668.0	58,689.0	63,966.5
FTE Positions	1,255.0	1,272.0	1,327.0

◆ **Goal 1** To promote public safety and protection through regulation, licensing, and the administration of transportation laws. Note: Motor Customer Services has no objective/s for this goal.

◆ **Goal 2** To improve customer service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average customer total visit time (door-to-door) in field offices (minutes)	23.00	29.80	35.50	30.00
Percent of all vehicle registration renewals completed through alternate methods	71.8	75.1	77.9	78.1
Average Level II telephone wait time (minutes)	21.70	16.2	12	8
Total number of third party transactions	n/a	2,892,873	3,290,200	3,687,000

◆ **Goal 3** To promote safety and security in the workplace. Note: Customer Services has no objective/s for this goal.

◆ **Goal 4** To develop and retain a high-performing, successful workforce. Note: Customer Services has no objective/s for this goal.

◆ **Goal 5** To increase the use of electronic service delivery.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total Internet transactions and activities (in thousands)	3,224	4,245	4,700	5,370

◆ **Goal 6** To promote the efficient generation, collection, and management of revenues to meet public needs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Ratio of dollars collected for every dollar spent on fuel tax evasion enforcement efforts	3.26:1	2.08:1	2.07:1	1.75:1

DTA 3.3 **Subprogram Summary**
MOTOR VEHICLE ENFORCEMENT SERVICES
 Ric Athey, Assistant Division Director
 Phone: (602) 712-8735
 A.R.S. Title 28

Mission:
 To accomplish mandated enforcement and regulatory responsibilities and provide a system that ensures public safety.

Description:
 The Motor Vehicle Enforcement Services (MVES) subprogram utilizes certified peace officers in the enforcement of transportation-related laws and regulations. Through the fixed port of entry system and mobile enforcement, commercial vehicles are checked for compliance with size, weight, and safety laws, including laws relating to the transportation of hazardous materials. In addition, MVES inspects vehicles for authorized ownership and monitors and recovers stolen vehicles and vehicle components.

The Special Border Projects Unit, an adjunct of MVES, coordinates with other governmental and private sector entities in procuring funding and in the development of border facilities in order to prepare for the full implementation of NAFTA commercial vehicle access accords, which will strengthen international trade. While promoting border crossing efficiencies, the overall aim is to assist regulatory agencies in ensuring that commercial vehicles and operators comply with safety, security, licensing, environmental, and other prescribed standards as a condition of travel on Arizona and federal highways.

(Thousands)

Funding and FTE Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	12,303.3	14,867.4	15,714.3
Other Non Appropriated Funds	1,226.8	1,352.1	1,352.1
Federal Funds	0.0	0.0	0.0
Program total	13,530.1	16,219.5	17,066.4
FTE Positions	266.0	271.0	277.0

◆ **Goal 1** To promote public safety and protection through regulation, licensing, and the administration of transportation laws.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of vehicles weighted by mobile units (1 vehicle=1 weigh only)	6,652	8,234	8,200	8,200
Percent of vehicles waved-through at POEs during hours of operation	1.0	1.2	1.0	1.0

◆ **Goal 2** To improve customer service. Note: There are no objectives for this goal.

◆ **Goal 3** To promote safety and security in the work place. Note: There are no objectives for this goal.

◆ **Goal 4** To develop and retain a high-performing, successful workforce. Note: There are no objectives for this goal.

◆ **Goal 5** To Increase the use of electronic service delivery. Note: There are no objectives for this goal.

◆ **Goal 6** To promote the efficient generation, collection, and management of revenues to meet the public needs.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total direct revenues generated as a result of active enforcement efforts and	2,463	8,273	26,935	27,190

database letters (dollars in thousands)

DTA 4.0 **Program Summary**
AERONAUTICS
 Barclay Dick, Division Director
 Phone: (602) 294-9144
 A.R.S. § 28-332

Mission:
 To encourage and advance the safe and orderly development of aviation within the State.

Description:
 The Aeronautics Division is responsible for the development of a balanced, integrated and effective aviation system designed to meet both the present and future needs of the citizens of Arizona. It fulfills this responsibility by registering aircraft, licensing airplane dealers, developing and administering the five year airport development program, promoting aviation services through community outreach and education and making recommendations with respect to legislative and policy issues.

(Thousands)

Funding and FTE Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,797.7	2,029.8	2,720.7
Other Non Appropriated Funds	11,024.8	20,050.9	20,050.9
Federal Funds	0.0	0.0	0.0
Program total	12,822.5	22,080.7	22,771.6
FTE Positions	33.0	33.0	33.0

◆ **Goal 1** To increase the quality, timeliness and cost effectiveness of our aviation services

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Actual cash balance as a percent of projected balance	-15	+15	+/-10	+/-5
Days to process an application	2	3	2	2
Percent projects completed on schedule	93	95	95	100

◆ **Goal 2** To maintain airport infrastructure leading to the improved movement of people and products throughout Arizona.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of airport infrastructure meeting established service level standards	95	88	90	90

◆ **Goal 3** To improve public and political support by further development and expansion of the aviation outreach program.

Performance Measures:

	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of AOP program completed	50	75	90	90



TRA 0.0	Agency Summary STATE TREASURER
David Petersen, State Treasurer	
Phone: (602) 542-1448	
A.R.S. § 41-171	

Mission:

To provide banking, custody, and investment services for all state agencies and public entities in a timely, prudent, and cost-effective manner.

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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	5,016.6	5,391.9	5,391.9
Other Appropriated Funds	150.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	5,166.6	5,391.9	5,391.9
FTE Positions	33.4	33.4	33.4

Strategic Issues:

Issue 1 *Changes in Receipting / Disbursing Practices*

Changes in the Arizona Revised Statutes and the evolution of banking practices have caused significant changes in the composition of receipts by this Office, and in payments made by State agencies. As examples, (1) The federal government is beginning to require that all of its payments for programs be made via electronic funds transfers (EFT). This results in significant increases in wire activity, with increases in staff time researching and matching EFT receipts and agency accounting documents; (2) The ADOA General Accounting Office allows vendor payments using EFT. Distributions to non-local governments currently performed by this Office may be reduced as EFT payments through AFIS increase. Eventually, payments to local governments may likewise be made via USAS EFT; (3) More State agencies are accepting credit cards and debit cards. State policies in this area have been and will continue to be developed, in conjunction with ADOA, in the near future.

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Deposits with the State Treasurer	53,691	56,582	56,000	57,000
Deposits/releases of state agency pledged securities	763	131	140	145
Book value of state agency pledged securities (in millions)	3,071	2,811	2,815	2,820
Non-sufficient funds checks processed	8,384	7,608	7,700	7,750

◆ **Goal 2** To operate, in real-time, an investment tracking and portfolio management system that allows greater flexibility and enhances management as well as trade/position reporting. The desired result is increased rates of return when compared to our benchmarks.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Ratio of yield of Local Government Investment Pool (LGIP) to S&P LGIP	1.71	1.19	1.20	1.21

Index				
Ratio of yield of LGIP - GOV to 3 month Treasury Bill	1.062	.88	1.000	1.025
Ratio of yield of Endowment Pools to Salomon Big Bond Index	2.60	0.78	1.00	1.10
Market Capitalization weighting variance on Standard & Poor's 500 Index Fund (percent)	0.00	0.00	0.00	0.00

Explanation: A variance of zero percent indicates that the Treasurer's office portfolio matches S&P 500 index fund industry allocations.

◆ **Goal 3** To disburse funds as required by law in a manner that ensures accuracy and timeliness, while maintaining adequate internal controls and auditable records.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of wire transfers in and out of the servicing bank	6,952	25,902	26,000	26,500
Number of Automated Clearinghouse transfers out of the servicing bank	207,548	20,140	20,200	20,250
Distributions to local governments (in millions)	4,985.5	6,382.0	6,390.0	7,000.0
Distributions to others (in millions)	2,304.0	1,801	1,805	1,810



ULA 0.0

Agency Summary

COMMISSION ON UNIFORM STATE LAWS

James M. Bush, Commissioner

Phone: (602) 241-9600

A.R.S. § 41-1306

Mission:

To establish and maintain uniformity in state laws.

Description:

The Arizona Commission on Uniform State Laws is part of the National Conference of Commissioners on Uniform State Laws. The Conference studies and reviews the laws of the states to determine which areas of law should be uniform between the states. The commissioners work in committees with commissioners from other states in drafting legislation where uniformity is desirable. The Commission recommends the uniform laws promulgated by the National Conference and deemed appropriate for Arizona to the Governor and Legislature.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	43.0	52.3	52.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	43.0	52.3	52.3
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To represent Arizona's interests in uniform state laws.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of committees staffed	9	11	9	9
Uniform laws introduced in Arizona	4	4	4	3
Uniform laws enacted in Arizona	2	1	3	3
Acts approved and adopted by conference	6	5	6	5



UHA 0.0
Agency Summary
 UNIVERSITY OF ARIZONA - HEALTH SCIENCES CENTER
 Dr. Peter Likins, President
 Phone: (520) 621-7766
 A.R.S. § 15-601

Mission:

To provide distinguished undergraduate, graduate, and professional health sciences education; to engage in basic and applied research of regional, national, and international significance; to create and disseminate knowledge; and to seek to integrate creative achievement into everyday life.

Description:

The Arizona Health Sciences Center (AHSC) in Tucson is the state's only academic health sciences center. It provides the State and its people education, research, patient care, and services through its Colleges of Medicine, Nursing, Pharmacy, Public Health, School of Health Professions, University Medical Center, and university physicians. AHSC serves as the core of a broad network of health services utilized throughout the State for health restoration, health promotion, and illness prevention.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ACADEMIC AFFAIRS	186,491.9	193,666.1	203,603.7
➤ ORGANIZED RESEARCH	64,833.3	64,704.0	66,185.2
➤ COMMUNITY OUTREACH	2,856.1	2,863.7	2,961.4
Agency Total	254,181.3	261,233.8	272,750.3

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	73,189.3	78,112.3	84,826.4
Other Non Appropriated Funds	74,205.2	73,131.9	74,665.7
Federal Funds	106,786.8	109,989.6	113,258.2
Program total	254,181.3	261,233.8	272,750.3
FTE Positions	892.0	892.0	939.7

Strategic Issues:

Issue 1 *Providing a Health Workforce to Meet the State's Changing Needs and Expectations*

Providing distinguished undergraduate, graduate and professional health sciences education is crucial to increasing recruitment to fulfill the growing demand for physicians, nurses, pharmacists and allied health professionals throughout the State. Cooperative relationships with community colleges within Arizona can be enhanced and expanded with multidiscipline-teaching models at AHSC and the other institutions of learning in Arizona; models that would provide the strategic planning basis for statewide education in the allied health professions.

Issue 2 *Enhancing the Leadership Role of AHSC in Biomedical Research*

Engaging in basic and applied scholarly research in scientific matters critical to state, regional, national and international populations demands major contributions in multidisciplinary research and education as they pertain to the basic understanding, prevention, diagnosis and treatment and control of various diseases and debilitating conditions. Such contributions will require initiating new programs in discovery, design and development of innovative medications that will lead to groundbreaking therapies. Extramural funding and laboratory space to support a leader in biomedical research will have to be found by providing opportunities for collaboration with the burgeoning biotechnical and biosciences industries.

Issue 3 *Serving the Health Care Needs of the People of Arizona*

Initiating through a multidisciplinary approach new programs for more effective health care delivery and the promotion of health throughout the State will necessitate advanced educational and training programs for health care professionals, health-care industry personnel and the public.

Issue 4 *Achieving an Environment and Culture that Supports All Members of the University Community*

Increasing professional development opportunities for all employees within AHSC and the University will contribute to the interaction and collaboration with community members and business partners throughout Arizona. Focusing on the excellence of each diverse individual and the contributions brought by such diversity furthers the collaborative, multidisciplinary process and creates an atmosphere where enormous strides can and will be made.

Issue 5 *Serving a Diverse Population*

The University must ensure a rich mix of cultural, ethnic, social, and racial backgrounds and viewpoints among its students, faculty, staff, and administrators. Improving this mix will enhance the quality of the student experience on campus and better prepare students to be responsible and productive members of the emerging global society.

UHA 1.0
Program Summary
 ACADEMIC AFFAIRS

Edward Frisch, Asst. VP Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:

To provide top-quality health sciences educational programs at the undergraduate, graduate, and professional levels that will attract and graduate an excellent and diverse student body.

Description:

Academic Affairs includes activities carried out in the Colleges of Medicine, Nursing, Pharmacy, and Public Health, and the School of Health Professions during the academic year, summer sessions and other periods outside the regular term, and associated with degree credit and non-credit academic courses. Academic Affairs also includes faculty departmental research and public service activities that are not budgeted separately, and academic administration, such as at the dean and department chair levels.

This Program Contains the following Subprograms:

- ▶ College of Medicine
- ▶ College of Nursing
- ▶ College of Pharmacy
- ▶ School of Health Professions
- ▶ Arizona Health Sciences Library
- ▶ Academic Support
- ▶ College of Public Health

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	69,015.4	74,825.0	81,423.6
Other Non Appropriated Funds	49,862.4	49,187.9	50,468.5
Federal Funds	67,614.1	69,653.2	71,711.6
Program total	186,491.9	193,666.1	203,603.7
FTE Positions	859.6	861.2	905.6

UHA 1.1 **Subprogram Summary**
COLLEGE OF MEDICINE
 Edward Frisch, Asst. VP Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S.§ 15-1601

Mission:

To provide medical students with the knowledge, skills, and attitudes basic to the practice of medicine; to provide education and training programs for residents, graduate students, fellows, and other health professionals and practicing physicians; to make contributions to biomedical research; to model and promote innovations in patient care and disease prevention and cure; and to disseminate health information to the public.

Description:

The College offers a professional program leading to the M.D. degree and graduate degree programs in several of the medical sciences. The College also provides graduate medical education training programs for residents and clinical fellows in many disciplines and continuing medical education, and supports the education of other health professionals and the public. The educational program leading to the M.D. degree is conducted at the College and at clinical sites located in Tucson, Phoenix, and throughout the State. The faculty members conduct departmental research programs in molecular biology, therapeutics, prevention, and clinical outcomes. The faculty members provide outstanding clinical service ranging from primary care to organ transplantation, and high quality education programs regarding health issues for the citizens of the State.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	49,217.0	53,439.4	55,380.1
Other Non Appropriated Funds	32,765.6	32,228.7	33,160.4
Federal Funds	45,280.9	46,656.5	48,024.9
Program total	127,263.5	132,324.6	136,565.4
FTE Positions	617.4	619.0	650.4

◆ **Goal 1** To develop, maintain, and continuously evaluate the educational program leading to the M.D. degree.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of students passing Step I of the United States Medical Licensing Exam on the first try	95	90	92	92
Percent of students passing Step II of the United States Medical Licensing Exam on the first try	95	90	92	92
Percent of students indicating satisfied or very satisfied with their medical education on the Association of American Medical Colleges graduation questionnaire	95	98	95	95

◆ **Goal 2** To provide educational experiences that promote career decisions for practicing a primary care specialty and/or practicing in a rural community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students in the graduating class who have completed a rural rotation during medical school (percent)	50	44	50	50
Students entering primary care residencies (percent)	40	47	50	50

◆ **Goal 3** To provide education programs to keep practitioners in Arizona abreast of recent advances in medical knowledge and therapeutics.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Arizona physicians completing continuing medical education courses at	3,376	3428	3600	36500

the College of Medicine

◆ **Goal 4** To maintain the leadership role of the College of Medicine in biomedical research.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Extramural funding for departmental research (in millions of dollars) *less College of Public Health	116	120	122	125

◆ **Goal 5** To provide an adequate patient base to fulfill the College of Medicine's education and research missions.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Patients seen in out-patient facilities (in thousands)	500	530	550	560
Patients admitted to University Medical Center	21,030	24,450	22,000	22,500

◆ **Goal 6** To offer graduate medical education programs that meet standards of excellence.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Residents passing United States Medical Licensing Exam (USMLE), step 3 (percent)	100	100	100	100
Residents passing specialty board examinations (percent)	95	95	95	95

◆ **Goal 7** To provide the majority of first year postgraduate residency positions (PGY I) for graduates interested in primary care.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
PGY I residency positions in primary care (percent)	60	59	60	60
PGY I residency positions in family practice (percent)	8	14	12	12

◆ **Goal 8** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Degrees/FTE faculty (T/TE)	.8	.8	.8	.8
Majors/FTE faculty (T/TE)	3	.3	3	.3
External funding obtained/FTE Faculty (T/TE)	514,273	535,000	550,000	565,000
SCH/Faculty FTE (T/TE)	174	170	172	175

◆ **Goal 9** To graduate as many well qualified students as possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of degrees granted BA/BS and MA/MS	66	212	220	230
Students with research/capstone experience	TBD	TBD	TBD	TBD
Number of degrees granted-PhD and 1st Professional	113	104	110	120

UHA 1.2

Subprogram Summary
COLLEGE OF NURSING

Edward Frisch, Asst. VP Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To provide undergraduate, graduate, and professional nursing education; to generate and expand nursing knowledge; and to provide service to the community.

Description:

The College of Nursing offers a professional program leading to the Bachelor of Science in Nursing (B.S.N.) degree and graduate programs leading to the Master of Science and Doctor of Philosophy degrees with a major in nursing. The College of Nursing also offers a B.S.N. pathway for registered nurses who graduated from associate degree or diploma nursing programs and an accelerated B.S.N. pathway for superior students who are college graduates holding a baccalaureate or higher degree in a non-nursing field. The College of Nursing also offers an ADN-MS pathway for qualified graduates of associate degree nursing programs to obtain the BSN and MS degrees in Nursing. The College is accredited by the National League for Nursing and approved by the Arizona State Board of Nursing. Upon recommendation of the faculty, the graduates will be admitted to the licensing examination administered by the State Board.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,621.9	6,506.3	7,024.3
Other Non Appropriated Funds	3,627.9	3,710.8	3,803.2
Federal Funds	4,145.3	4,268.4	4,396.5
Program total	13,395.1	14,485.5	15,224.0
FTE Positions	75.7	75.7	79.7

◆ **Goal 1** To ensure continued contribution to providing an adequate supply of professional nurses and nurses prepared for advanced practice roles for meeting the health care needs of Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
BSN graduates passing NCLEX-RN exam (percent)	93.85	93.85	95	95.5

◆ **Goal 2** To provide local, regional, national, and international leadership through the development and dissemination of knowledge, skill, and experience gained from teaching, research, and service efforts.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Faculty who hold national certification in their specialty area	55	58	59	60
Faculty who are Fellows of the American Academy of Nursing (percent)	19	23	24	25
Faculty who serve in leadership positions in local, regional, or national organizations (percentages beginning FY 2001)	50	55	56	57

◆ **Goal 3** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier research university.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Degrees/FTE Faculty (T/TE)	4.9	7.3	7.7	8
Majors/FTE Faculty (T/TE)	16	20	21	22
External Funding Obtained/FTE Faculty (T/TE)	198,636	272,361	299,597	329,557

SCH/Faculty FTE (T/TE)	387	428	449	472
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◆ **Goal 4** To graduate as many well qualified students as possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of Degrees Granted BA/BS and MA/MS	120	157	180	189
Students with research/capstone experience	TBD	6	6	7
Number of degrees granted-PhD	7	8	17	20

UHA 1.3

Subprogram Summary
COLLEGE OF PHARMACY

Edward Frisch, Asst. VP Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To educate and prepare professional students to become highly skilled, ethical, and compassionate pharmacists and graduate students to become highly skilled, ethical, and compassionate pharmacists and graduate students to become ethical, productive and innovative scientists. Upon graduation these students will contribute to the universal goals of optimizing rational, safe and cost-effective drug therapy and conducting research and other investigative endeavors that will lead to new discoveries and experiences in the pharmaceutical sciences. Our mission is accomplished by educating and preparing professional and graduate students to be exemplary pharmacists and scientists in a diverse, ever-changing health care system; providing essential services to patients, communities and the profession; and, conducting innovative research.

Description:

The objective of the College of Pharmacy is to educate qualified students to become pharmacists who are committed to providing the highest quality of pharmaceutical and related health care services for the citizens of the State of Arizona and Pharmaceutical scientists who will become tomorrow's innovative researchers in academia and industry. The professional program (Pharm.D) is designed to develop professionally competent and academically well rounded pharmacists. Graduate studies lead to the Master of Science and PH. D. degrees in pharmaceutical sciences and pharmacology.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,447.9	6,465.5	9,772.6
Other Non Appropriated Funds	5,581.0	5,489.6	5,664.2
Federal Funds	7,443.5	7,664.7	7,894.6
Program total	18,472.4	19,619.8	23,331.4
FTE Positions	60.4	60.4	63.7

◆ **Goal 1** Prepare students for success in their chosen fields by providing the highest-quality professional pharmacy curriculum and graduate education programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
PharmD graduates placed (percent)	100	100	100	100
Residents/ fellowships placed (percent)	100	100	100	100
Students passing the State board examination (percent)	100	100	100	100
Tenured and tenure-track teaching in professional programs (percent)	100	100	100	100

◆ **Goal 2** Maintain and strengthen the quality of research activities to enhance the quality of the professional and graduate education programs, the profession and health of the public.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Extramural grant support per FTE faculty (in thousands of dollars)	301.5	312	400	415
Extramural research funding received by faculty (in millions of dollars)	12	11.2	14	15
Rank of School of Pharmacy by NIH Funding	7	8	10	10

◆ **Goal 3** Provide service, education, and research programs to the public and professional communities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Attendance at outreach programs (in thousands)	60.0+	19.0+	20.0	20.0+
Continuing education hours to professionals	525+	700	700+	700+
Average participant satisfaction with program as measured on a 1-5 scale (5=highest)	4	4	4	4

◆ **Goal 4** To attain a level of tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier research university.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Degrees/FTE faculty (T/TE)	1.5	2.1	3	3
Majors/FTE faculty (T/TE)	9	10.4	11	11
External funding obtained/FTE Faculty (T/TE)	349,002	356,688	400,000	500,000
SCH/Faculty FTE (T/TE)	255	286	290	300

◆ **Goal 5** To graduate as many well qualified students as possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of degrees granted MA/MS	1	4	4	3
Students with research/capstone experience	TBD	76	87	92
Number of degrees granted Ph.D./Pharm D	49	9/63	15/68	12/77

UHA 1.4

Subprogram Summary

SCHOOL OF HEALTH PROFESSIONS

Edward Frisch, Asst. VP Resource Planning & Management

Phone: (520) 621-7766

A.R.S.§ 15-1601

Mission:

To combine with the College of Medicine.

Description:

For School of Health Professions ALL PROGRAMS, GOALS, AND UNIQUE MEASURES AND ESTIMATED BUDGET AND FTE are now reported within the College of Medicine.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	75.6	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	75.6	0.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal**

UHA 1.5

Subprogram Summary

ARIZONA HEALTH SCIENCES LIBRARY

Edward Frisch, Asst. VP Resource Planning & Management

Phone: (520) 621-7766

A.R.S.§ 15-1601

Mission:

To improve health by providing quality information to advance education, research and patient care in Arizona and the Southwest.

Description:

This specialized library, which serves University Medical Center as well as the Colleges of Medicine, Nursing, Pharmacy, and Public Health, the School of Health Professions, and other related graduate fields of study, contains almost 220,000 cataloged volumes and provides access to approximately 2,100 serial titles. The library includes a computer laboratory and houses a collection that includes books, journals, and non-print materials in the health sciences.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,201.8	3,197.1	3,231.8
Other Non Appropriated Funds	926.0	910.8	920.4
Federal Funds	91.2	93.9	96.8
Program total	4,219.0	4,201.8	4,249.0
FTE Positions	40.1	40.1	42.3

◆ **Goal 1** To teach students and faculty the most effective methods of accessing and managing health sciences information.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Classes being offered	376	208	225	225
Students and faculty attending classes	2,571	2,952	2,700	2,800

◆ **Goal 2** To assure access to information resources in the health sciences on-site and off-site.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Resources (print and non- print) circulated from the collection	36,600	36,000	32,000	36,000
Resources (print and non- print) used in the library (in thousands)	52.2	39.8	39.4	39.0
Web usage of electronic journals (In thousands)	400	524.7	584.3	643.9

UHA 1.6	Subprogram Summary ACADEMIC SUPPORT
Edward Frisch, Asst. VP Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S. § 15-1601	

Mission:

To support Arizona Health Sciences Center faculty and students in optimizing teaching and learning processes, by taking advantage of the most current instructional technology, research, and assessment techniques.

Description:

The Divisions of Academic Resources and Biomedical Communications provide: assistance to faculty in the design of course and instructional materials; test design and scoring; teaching and course assessment; educational research and the use of instructional technology; assistance to students in test-taking and other academic skills; technical, maintenance, and improvement of instructional facilities; and production of services in scientific/medical illustration, graphic design and publication, medical photography, and videotape and computer-based programs.

Funding and FTE

Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,784.3	1,261.2	1,449.4
Other Non Appropriated Funds	2,959.5	2,911.1	2,941.8
Federal Funds	44.8	46.1	47.5
Program total	4,788.6	4,218.4	4,438.7
FTE Positions	26.7	26.7	28.2

◆ **Goal 1** To enhance the level of scholarship in the development and delivery of instructional programs and enhance student success in the curricula *SMEP cancelled 7/1/04

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Participants in faculty development programs (AHSC)	613	589	650	720
Programs evaluated	60	73	75	73
Student visits to academic counselors (AHSC)	11,882	10,657	10,700	10,800

◆ **Goal 2** To provide an environment that facilitates access to excellence in informational, audiovisual, and other educational materials in support of teaching, research, and service functions.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Positive customer response to service quality surveys (percent)	94	93	95	98
Labor Efficiency Index measured at Total Division Budget per billed instructional support services hours (in dollars per hour)	79	77	75	70
Material Production Efficiency Index measured as Total Division Budget per number of billed instructional material items (in dollars per item)	30	31	30	28

◆ **Goal 3** To provide teleconferencing in support of the growth of the educational outreach and telemedicine missions of the Arizona Health Sciences Center.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Courses and events carried on AHSC Interactive Video Network in support of AHSC Phoenix Programs and the Arizona Graduate Program in Public Health	835	575	650	800
Events per rural site delivered as part of Arizona Telemedicine Network	174	189	210	225

UHA 1.7	Subprogram Summary COLLEGE OF PUBLIC HEALTH
Edward Frisch, Asst. VP Resource Planning	
Phone: (520) 621-7766	
A.R.S. § 15-601	

Mission:

To promote the health of individuals and communities with a special emphasis on diverse populations and the Southwest.

Description:

Three established educational programs were merged to establish the UA Zuckerman College of Public Health, creating a multi-disciplinary public health educational program: 1) The Master in Public Health (MPH) degree with concentrations in Biostatistics, Environmental and Occupational Health, Epidemiology, Family and Child Health, Health Educations and Behavioral Sciences, and Public Health Policy and Management, all of which provide students with a sound academic background for competent public health practice; 2) The Epidemiology Graduate Program which offers courses leading to a Master of Science (MS) and doctorate degree (PH.D.); and 3) The Bachelors of Science in Health Sciences degree with a major in Health Education, offering tracks in the community health education and school health education. The Zuckerman College of Public Health was accredited by the Council of Education for Public Health (CEPH) in 2003 and is currently undergoing re-accreditation.

Funding and FTE

Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,666.9	3,955.5	4,565.4
Other Non Appropriated Funds	4,002.4	3,936.9	3,978.5
Federal Funds	10,608.4	10,923.6	11,251.3
Program total	18,277.7	18,816.0	19,795.2
FTE Positions	39.3	39.3	41.4

◆ **Goal 1** To build and outstanding and diverse college community at the forefront of discovery.

◆ **Goal 2** To extend the concept of a "land grant university" to ensure that the MEZCOPH is a model within UA and across the nation linking scholarship and creativity to address societal and community needs.

◆ **Goal 3** To Achieve a strong financial foundation

◆ **Goal 4** To increase our recognition among the accredited schools and colleges of public health as a college that is committed to an outstanding educational experience and connected to our community and the world

◆ **Goal 5** To Continuously expand, enhance and support diversity across our faculty, staff, students and programs

◆ **Goal 6** To develop, implement and sustain a strong marketing and communications program to support and enhance all areas of the MEZCOPH strategic plan.

UHA 2.0

Program Summary
ORGANIZED RESEARCH

Edward Frisch,, Asst. VP Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To provide high quality multidisciplinary biomedical research in areas important to the health care community and public; to promote the application of economics and socio-behavioral sciences to pharmaceutical research, education and service; to make available to trainees leading edge knowledge and the most modern technology; to promote healthier lifestyles through education of the public; and to provide service to state and federal agencies and the private sector.

Description:

The organized research centers include the Arizona Arthritis Center, Arizona Cancer Center, the Arizona Center on Aging, the Arizona Emergency Medicine Center, the Respiratory Sciences Center, the Steele Memorial Children's Research Center, the University Heart Center, the Liver Research Institute, Center for Pharmaceutical Economics, and the Center for Toxicology. They are specifically organized to produce interdisciplinary clinical and basic biomedical research and to provide support for the undergraduate, graduate, and outreach educational programs. They are supported almost entirely by external federal and private sector funding. Their major areas of emphasis include: interdisciplinary research; education of the public; training of health professionals and scientists; patient services; provision of regional resources for research, disease diagnosis, patient care, education, and disease prevention and control; and technology development.

This Program Contains the following Subprograms:

▶ **Health Sciences Organized Research Centers and Administration**

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,974.0	2,063.0	2,102.7
Other Non Appropriated Funds	22,912.1	22,536.8	22,775.1
Federal Funds	38,947.2	40,104.2	41,307.4
Program total	64,833.3	64,704.0	66,185.2
FTE Positions	24.9	24.9	26.2

UHA 2.1

Subprogram Summary

HEALTH SCIENCES ORGANIZED RESEARCH CENTERS AND ADMINISTRATION

Edward Frisch, Asst. VP Resource Planning & Management
Phone: (520) 621-7766
A.R.S 15-1601

Mission:

To support the University's research mission to do significant scholarly research in areas critical to the State, region, nation, and international community; to make major contributions to multi disciplinary research and education related to the basic understanding, prevention, diagnosis, treatment, and control of various diseases and debilitating conditions.

Description:

The organized research centers include the Arizona Cancer Center, the Respiratory Sciences Center, the University Heart Center, the Center for Toxicology, the Center for Health Outcomes, the Arizona Center on Aging, the Liver Research Institute, Arizona Emergency Medicine Research Center, and the Children's Research Center. Their major areas of emphasis include interdisciplinary research; education of health professionals and scientists; patient services; providing regional resources for research, patient care, education, and disease prevention; and technology development.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,974.0	2,063.0	2,102.7
Other Non Appropriated Funds	22,912.1	22,536.8	22,775.1
Federal Funds	38,947.2	40,104.2	41,307.4
Program total	64,833.3	64,704.0	66,185.2
FTE Positions	24.9	24.9	26.2

◆ **Goal 1** To promote excellence in basic and clinical research, patient care, education, and training.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Regional, national, and international awards, honors, and prizes received by students, alumni, faculty, and staff	52	62	65	67
Patients rating patient care as excellent in satisfaction survey (percent)	97	98	98	98

◆ **Goal 2** To establish a stable funding base to support research, education, and service activities.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Research grants and contracts (in millions of dollars)	55.7	61	63	64
Private donations (in millions of dollars)	10.3	10.7	11	11.1

◆ **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 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Training programs/workshops/lectures	198	250	260	270

UHA 3.0

Program Summary
COMMUNITY OUTREACH

Edward Frisch, Asst. VP
Phone: (520) 621-7766
A.R.S.§ 15-1601

Mission:

To provide the citizens of the State of Arizona access to poison and medication-related emergency treatment assistance and to develop a rural telemedicine network which can improve rural health care.

Description:

The Arizona Poison and Drug Information Center (APDIC) serves as a repository of comprehensive information, knowledge and expertise regarding poisons and toxic exposures. A high priority is to provide access for rural and medically underserved Arizona residents and health care professionals who are without ready access to medical facilities. Telemedicine is the use of computers, video imaging, and telecommunications for diagnosis and treatment of persons in rural, geographically isolated communities and state institutions.

This Program Contains the following Subprograms:

- ▶ Arizona Poison and Drug Information Center
- ▶ Telemedicine

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,199.9	1,224.3	1,300.1
Other Non Appropriated Funds	1,430.7	1,407.2	1,422.1
Federal Funds	225.5	232.2	239.2
Program total	2,856.1	2,863.7	2,961.4
FTE Positions	7.5	5.9	7.9

UHA 3.1

Subprogram Summary

ARIZONA POISON AND DRUG INFORMATION CENTER

Edward Frisch, Asst. VP Resource Planning & Management
Phone: (520) 621-7766
A.R.S.§ 15-1601

Mission:

To serve the citizens of Arizona by providing accessible poison and medication-related emergency treatment assistance, referral advice, and information on poison prevention and the safe and proper use of medications.

Description:

The APDIC optimizes the interdisciplinary expertise of information specialists and experts--clinical and medical toxicologists, chemists, pharmacologists, pharmacists, physicians, and other specialists associated with the College of Pharmacy and the University of Arizona--by serving as the resource for immediate public and health professional practitioner access to advice and assistance. The APDIC serves as a repository of comprehensive information, knowledge, and experience concerning poisonings and toxic exposures. The APDIC contributes to improving the utilization of resources for emergency treatment for poisonings; considerable cost savings to users and insurers is an outcome of the optimal and exemplary consultation and poison care provided by the Center. Accessibility to the service, particularly for rural and medically underserved Arizona residents and health care professionals who are without ready access to medical facilities, is an objective of high priority for the APDIC. The APDIC also considers among its objectives to educate future health care professionals and offer them preceptored opportunities for clinical experience in addressing problems of poisonings, toxic exposures, and medication use safety and compliance.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	15.6	0.0	0.0
Other Non Appropriated Funds	1,409.3	1,386.2	1,400.9
Federal Funds	225.5	232.2	239.2
Program total	1,650.4	1,618.4	1,640.1
FTE Positions	1.6	0.0	1.7

- ◆ **Goal 1** To provide quality, accessible poison and medication-related emergency treatment assistance 24 hours a day.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Call volume per year (in thousands)	74	74	78	84
Accredited by the American Association for Poison Control Center Certification as a Regional Poison Control Center	yes	yes	yes	yes

- ◆ **Goal 2** To provide poison prevention to individual citizens, organizations, and the public at large.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Educational items distributed (in thousands)	50	63	64	65
Health professionals participating in continuing education programs	250	3585	2000	2000

UHA 3.2

Subprogram Summary
TELEMEDICINE

Edward Frisch, Asst. VP Resource Planning & Management
Phone: (520) 621-7766
A.R.S.§ 15-1601

Mission:

To develop a rural telemedicine network in Arizona and provide telemedicine services to selected sites.

Description:

Telemedicine is the use of computers, video imaging, broad-band channels, and telecommunications for diagnosis and treatment of persons in rural, geographically isolated communities, and secure state institutions. The network can improve rural health care in Arizona and offer a cost-effective alternative to expensive transportation from state institutions to hospitals.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,184.3	1,224.3	1,300.1
Other Non Appropriated Funds	21.4	21.0	21.2
Federal Funds	0.0	0.0	0.0
Program total	1,205.7	1,245.3	1,321.3
FTE Positions	5.9	5.9	6.2

- ◆ **Goal 1** To establish telemedicine network infrastructure.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Sites developed and operational	103	155	163	170

- ◆ **Goal 2** To provide specialty patient care in rural communities and secure State institutions.

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Patient encounters via telemedicine	88,000	41,100	1000,000	110,000
CME sessions	190	197	206	210
ADM Sessions	70	81	90	95



UAA 0.0
Agency Summary
 UNIVERSITY OF ARIZONA - MAIN CAMPUS
 Dr. Peter Likins, President
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:

To discover, educate, serve, and inspire.

Description:

The University of Arizona in Tucson, including its branch-campuses in Sierra Vista and downtown Phoenix, is a Land Grant, Doctoral/Research University-Extensive institution ranking among the nation's best public universities. Its research and development expenditures place it among the nation's top public universities and it is a member of the Association of American Universities. It offers a broad array of programs leading to degrees from baccalaureate through the doctorate for a total student body enrollment of 37,036 full-time and part-time students. As a land-grant university, it maintains programs in production agriculture and mining and serves the State through its cooperative extension services, technology transfer, economic development assistance, and cultural programming. The University provides distinguished undergraduate, graduate, and professional education; excels in basic and applied research and creative achievement; and promotes the integration of the product of these activities and achievements of regional, national, and international significance into everyday life.

Agency Summary: (\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ACADEMIC PROGRAMS	1,082,985.0	1,193,382.2	1,261,678.9
➤ ORGANIZED RESEARCH	136,384.2	143,323.4	149,682.8
➤ COMMUNITY OUTREACH	66,616.9	65,274.0	66,416.8
➤ STUDENT AFFAIRS AND CAMPUS LIFE	181,424.0	178,436.6	181,198.8
➤ INSTITUTIONAL SERVICES	187,941.8	193,397.4	199,843.2
Agency Total	1,655,351.9	1,773,813.6	1,858,820.5

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	920,701.8	1,021,205.7	1,092,357.5
Other Non Appropriated Funds	497,354.9	508,266.9	514,787.9
Federal Funds	237,295.2	244,341.0	251,675.1
Program total	1,655,351.9	1,773,813.6	1,858,820.5
FTE Positions	5,589.2	5,589.1	5,888.0

Strategic Issues:

Issue 1 *Build a World-Class and Diverse Academic Community at the Forefront of Discovery.*

A world-class, diverse faculty aided by preeminent graduate assistants and an engaged academic community are essential to an agenda of focused excellence in research, scholarship and creative expression. Moreover, competitive compensation for faculty, graduate assistants and staff; building maintenance and renewal; and information technology investments and upgrades, as well as other structural components of the University, are necessary to offer students quality learning and research experiences. Success in this agenda will position the University to promote a vita State economy and provide its citizens with an outstanding quality of life.

Issue 2 *Increase Student Engagement, Achievement, Retention and Graduation Rates.*

Determining optimal mission-based student demographics (e.g. resident, non-

resident or undergraduate, graduate), as well as assuring a mix of curricular options within budgetary constraints, is critical to high quality education. This must be achieved with in the context of providing for students' needs and continued access.

Issue 3 *Extend the concept of a Land-Grant University to Position The University of Arizona, Across All Colleges, as a Model for Linking Scholarship and Creativity to Societal and Community Needs.*

The University of Arizona is committed to improving the quality of life by addressing cultural, social, environmental, health, and economic concerns in both urban and rural areas throughout the State and the nation. Collaborations with community groups, governments, and for profit or non-profit entities that promote economic development, social and physical well-being, as well as contribute positively to the individuals and communities served by the University of Arizona are the proper focus of outreach programs.

Issue 4 *Achieve a Strong Financial Foundation*

To address all its strategic priorities, the University must strive to establish a stable financial base sufficient to effectively plan and succeed in its mission, vision, and goals for the people of Arizona. Establishing a stable and predictable financial base requires working within a financial framework that recognizes University support and growth depends on an ever increasing proportion of gift, grant, contract, and tuition dollars versus State dollars. The University must continue its successful pursuit of securing alternative funding and routinely considering tuition increases. Regular, incremental tuition increases may be the only means available to allow the University to consistently preserve and boost the quality of its instructional programs. As tuition increases, students of limited financial means must continue to be assured the availability of need and merit-based financial aid.

Issue 5 *Increase Recognition as a Research University Committed to an Outstanding Educational Experience and Connected to its Community its Community and the World.*

Basic and applied academic research are central to The University of Arizona's mission to expand and transfer knowledge and are key to the economic development. The integration of research endeavors through interdisciplinary collaboration, as well as partnerships with industries and community entities, are essential for the scientific technological, and social advancement of the State and region.

UAA 1.0
Program Summary
 ACADEMIC PROGRAMS

Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:

To provide top-quality educational programs at the undergraduate, graduate, and professional levels that will attract, educate, and graduate an excellent and diverse student body.

Description:

Academic Affairs provides leadership and coordinates instructional and scholarly/creative activities carried out during the academic year, summer sessions, and other periods outside the regular term, and associated with degree credit and non-credit academic courses. Academic Affairs also provides oversight for faculty departmental research and public service activities that are not budgeted separately, and academic administration in which instruction plays an important role, such as at the dean and department chair levels.

This Program Contains the following Subprograms:

- ▶ Overall Academic Affairs
- ▶ College of Agriculture and Life Sciences
- ▶ College of Architecture and Landscape Architecture
- ▶ Eller College of Business and Public Administration
- ▶ College of Education
- ▶ College of Engineering
- ▶ College of Fine Arts
- ▶ College of Humanities
- ▶ James E. Rogers College of Law
- ▶ College of Science
- ▶ College of Social and Behavioral Sciences
- ▶ Graduate College -- Academic Interdisciplinary Programs
- ▶ Continuing Education and Academic Outreach
- ▶ Other Academic Programs
- ▶ University of Arizona South
- ▶ University Libraries
- ▶ Academic Computing
- ▶ Academic Support
- ▶ Academic Administration

		(Thousands)		
Funding and FTE Summary:		FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds		0.0	0.0	0.0
Other Appropriated Funds		794,122.5	892,742.2	953,720.6
Other Non Appropriated Funds		132,022.3	139,171.4	141,614.1
Federal Funds		156,840.2	161,468.6	166,344.2
Program total		1,082,985.0	1,193,382.2	1,261,678.9
FTE Positions		3,377.4	3,377.4	3,557.9

UAA 1.1 **Subprogram Summary**
 OVERALL ACADEMIC AFFAIRS
 Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:

To provide top-quality educational programs at the undergraduate, graduate, and professional levels that will attract, educate, and graduate an excellent and diverse student body.

Description:

Academic Affairs provides leadership and coordinates instructional and scholarly/creative activities carried out during the academic year, summer sessions, and other periods outside the regular term, and associated with degree credit and non-credit academic courses. Academic Affairs also provides oversight for faculty departmental research and public service activities that are not budgeted separately, and academic administration in which instruction plays an important role, such as at the dean and department chair levels.

		(Thousands)		
Funding and FTE Summary:		FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds		0.0	0.0	0.0
Other Appropriated Funds		0.0	0.0	0.0
Other Non Appropriated Funds		0.0	0.0	0.0
Federal Funds		0.0	0.0	0.0
Program total		0.0	0.0	0.0
FTE Positions		0.0	0.0	0.0

◆ **Goal 1** To improve student persistence and graduation rates over time.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Freshmen returning for the second year (percent)	79	79	80	80
Full-time lower-division transfer five-year graduation rates (percent)	54	56	55	55
Full-time upper-division transfer four-year graduation rates (percent)	66	69	68	68

◆ **Goal 2** To keep steady, and perhaps reduce over time, the average length of time and number of academic credits required to complete academic degrees.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Seniors with fewer than 160 earned credit hours, excluding transferable hours from out-of-state institutions and Arizona private institutions (The typical degree program is approximately 120 hours or somewhat more for certain degrees with unusual requirements, such as in engineering and architecture) (percent)	96.0	93.8	97.0	97
Seniors with fewer than 160 earned credit hours, excluding transferable hours from out-of-state institutions, Arizona private institutions, and Arizona community colleges (percent)	99.8	99.1	99.0	99

◆ **Goal 3** To increase productivity, efficiency, and effectiveness.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Graduating seniors who rate their overall experience as good or excellent (percent)	94	95	95	95
Full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty (percentage)	78	75	75	75
Total number of degrees granted	6,981	7,308	7,100	7,100
Bachelors degrees granted	5,102	5,433	5,450	5,475
Masters degrees granted	1,365	1,359	1,360	1,360
First Professional degrees granted	157	154	155	155
Doctorate degrees granted	323	320	290	295
Average number of years taken to graduate for students who began as freshmen	4.69	473	4.60	4.60
Administration as a percent of total cost	2.1	1.8	1.9	1.7
Agency staff turnover (percent)	13.9	14.8	14.5	14.3
Gifts, grants, and contracts (millions)	312	330	349	368

UAA 1.2	Subprogram Summary
COLLEGE OF AGRICULTURE AND LIFE SCIENCES	
Edward Frisch, Asst. V.P., Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S.§ 15-1601	

Mission:

To provide excellent learning experiences through exploration and discovery in six subject areas: Animal Systems; Environment and Natural Resources; Family, Youth, and Community; Human Nutrition, Food Safety, and Health; Marketing, Trade, and Economics; and Plant Systems. To integrate, disseminate, apply knowledge, and ensure excellence in undergraduate, graduate, and professional education in these areas.

Description:

The College of Agriculture and Life Sciences coordinates undergraduate and professional education for a wide range of career opportunities within the six focus areas of the mission. Education in the professional knowledge area is combined with foundation courses in the natural and social sciences, communications, and the humanities to develop a well rounded academic experience offering majors leading to careers associated with the college subject areas. Programs include on-campus instruction and distance education in cooperation with other institutions. The college awards B.S., M.S., and Ph.D. degrees in 18 fields of study. Faculty generally have joint appointments in a parallel Agricultural Experiment Station.

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	12,108.2	15,215.3	16,841.1
Other Non Appropriated Funds	2,391.6	5,881.4	5,456.3
Federal Funds	671.1	691.1	711.8
Program total	15,170.9	21,787.8	23,009.2
FTE Positions	275.6	275.6	290.3

◆ **Goal 1** To increase the percent of undergraduate instruction taught by regular faculty (ranked).

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Student credit hours taught by ranked faculty: Lower division (percent)	97	93	95	95
Student credit hours taught by ranked faculty: Upper division (percent)	92	95	95	95
Lower division student credit hours taught by other than teaching assistants (percent)	98	98	98	98

◆ **Goal 2** To improve the mentoring system for new freshmen and transfer students.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Freshman students mentored by ranked faculty member (percent)	87	87	91	90
Transfer students mentored by ranked faculty member (percent)	100	100	100	100
Freshmen declaring a major at end of first year (percent)	95	95	95	95
Freshmen responding good/very good on satisfaction survey (percent)	86	86	90	88

◆ **Goal 3** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Degrees/FTE faculty (T/TE)	3.7	4.0	4.2	4.3

Majors/FTE faculty (T/TE)	16	16	17	17
External funding obtained/FTE Faculty (T/TE)	293,638	273,854	237,436	239,810
SCH/Faculty FTE (T/TE)	351	348	350	375

◆ **Goal 4** To graduate as many well qualified students as possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of degrees granted BA/BS and MA/MS	520	557	575	570
Students with research/capstone experience	TBD	TBD	TBD	TBD
Number of degrees granted- Ph.D and 1st Professional	21	31	37	37

UAA 1.3	Subprogram Summary
COLLEGE OF ARCHITECTURE AND LANDSCAPE ARCHITECTURE	
Edward Frisch, Asst. V.P., Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S.§ 15-1601	

Mission:

To prepare students for productive and meaningful professional careers in the fields of architecture and Landscape Architecture; to create, verify, and apply knowledge through scholarship, research, and creative activity; and to provide outreach/service to the University, the professions, and the communities of which it is a part.

Description:

The college is comprised of two professional programs focused on the development and application of theoretical and practical knowledge necessary for the effective evolution of human settlements. The College offers an accredited five-year program leading to the professional degree Bachelor of Architecture as well as a post-professional master's program (M.Arch). An accredited graduate program in landscape architecture (MLA) is also offered. The Roy P. Drachman Institute of Land and Regional Development Studies is a research and public service unit of the College and conducts projects of relevance to Arizona communities.

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,735.5	3,702.7	4,303.1
Other Non Appropriated Funds	560.2	551.0	556.8
Federal Funds	214.7	221.0	227.7
Program total	4,510.4	4,474.7	5,087.6
FTE Positions	44.2	44.2	46.5

◆ **Goal 1** To provide quality undergraduate and graduate professional design and planning education.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students successfully completing research/capstone experience (percent)	100	100	100	100
Students graduating in 5 years in a 5-year program (percent)	66	78	70	75
Graduating seniors satisfied with their educational program as preparation for professional career (percent)	70	70	75	75

◆ **Goal 2** To initiate and engage in significant scholarship, research, and creative activity that integrate with the educational experience.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Funded research (in thousands of dollars)	407	713	850	900

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Scholarly works (books; chapters; invited presentations; Referred articles)/FTE faculty (T/TE)	5.3	1.76	3	3
Creative works (award-winning/published design projects; exhibits)/FTE faculty (T/TE)	2.8	.4	.5	.75

◆ **Goal 3** To link the College's educational, research, and outreach programs with local, State, national, and international needs in a spirit of collaboration to enrich people's lives and self-sufficiency.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Courses offered annually with direct community applications (percent)	60	58	60	60
Faculty annually involved in community projects (percent)	80	80	80	80

◆ **Goal 4** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Degrees/FTE faculty (T/TE)	2.9	3.5	3.0	3.0
Default Performance Measure Majors/FTE faculty (T/TE)	22	23	24	24
External funding obtained/FTE Faculty (T/TE)	16,131	23,180	18,800	19900
SCH/Faculty FTE (T/TE)	378	406	400	400

◆ **Goal 5** To graduate as many well qualified students as possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of degrees granted BA/BS+MA/MS	63	73	65	65
Students with research/capstone experience	TBD	100	100	100
Number of degrees granted-Ph.D. and 1st Professional	n/a	n/a	n/a	n/a

UAA 1.4 **Subprogram Summary**
 ELLER COLLEGE OF BUSINESS AND PUBLIC ADMINISTRATION
 Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:

To manifest our vision through an integrative approach permeating our core endeavors. These endeavors are to discover, educate, serve, and inspire

Description:

The College offers professional education in both business and public administration to prepare men and women for professional positions in the public and private sectors. The College also provides continuing education opportunities for those seeking to improve their positions. Faculty of the College are engaged actively in research on a wide range of economic and administrative topics. The College has been a member of the American Assembly of Collegiate Schools of Business since 1948, and its undergraduate and graduate curricula in business are accredited by the Assembly. The College's graduate program in Public Administration is recognized by the National Association of Schools of Public Affairs and Administration.

Funding and FTE Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	220,094.9	22,247.5	28,040.0
Other Non Appropriated Funds	9,236.3	9,085.0	9,642.8
Federal Funds	5,798.3	5,970.5	6,149.6
Program total	235,129.5	37,303.0	43,832.4
FTE Positions	222.4	222.4	234.3

◆ **Goal 1** To provide top quality management education programs and support services that will attract and graduate an excellent and diverse student body.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Student credit hours per permanent faculty member	800	823	800	800
Freshman students admitted/matriculated	2005/1068	2950/1096	2800/1200	2700/1100
Degrees awarded: BS	928	1031	975	975
Degrees awarded: Master's	231	239	240	240
Degrees awarded: Ph.D	19	21	20	20
Graduate student applicants/admitted-Master of Business Admin	209/134	238/132	250/140	260/146
Graduate students enrolled in Master of Business Admin	244	227	250	250
Graduate student applicants/admitted-Ph.D.-Management	170/25	180/23	180/20	180/20
Graduate students enrolled in Ph.D.-Management	103	109	101	101

◆ **Goal 2** To carry out significant scholarly, creative research, and outreach activities relevant to business and public administration regionally, nationally, and internationally.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Ratio of Tier 1 publications per faculty member	.71	.75	.75	.75
Master of Public Administration students in internships (percent)	100	100	100	100
Master of Business Administration class placed in internships (percent)	91	96	96	97

◆ **Goal 3** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier research university.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Degrees/FTE faculty (T/TE)	14	14.7	15	15
Majors/FTE faculty (T/TE)	63	60	65	65
External funding obtained/FTE Faculty (T/TE)	83,752	83,087	84,200	84,200
SCH/Faculty FTE (T/TE)	1,018	1,041	1,020	1,020

◆ **Goal 4** To graduate as many well qualified students as possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of degrees granted BA/BS and MA/MS	1,183	1,270	1,190	1,200
Students with research/capstone experience	TBD	TBD	TBD	TBD
Number of degrees granted- Ph.D and 1st Professional	19	22	19	20

UAA 1.5

Subprogram Summary
COLLEGE OF EDUCATION

Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To prepare students as leaders for careers and certifications as Pre-K-12 teachers, school and rehabilitation counselors, school psychologists, and administrators. To prepare community college instructors and administrators; university professors in teaching, research, and administration; and researchers and managers for careers in state, federal, private, and international agencies, centers, and laboratories.

Description:

To advance the research and the practice of pre-school to college education, and to demonstrate the relationships between research and practice. To provide leadership in the conduct, advancement, research, and evaluation of the process of education, education policy, and in educational organizations at local, state, national, and international levels.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,479.0	8,997.2	11,278.4
Other Non Appropriated Funds	3,080.9	3,656.9	3,465.6
Federal Funds	4,305.1	4,433.0	4,566.0
Program total	16,865.0	17,087.1	19,310.0
FTE Positions	129.9	129.9	136.8

◆ **Goal 1** To prepare persons for professional roles in education and education-related fields.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Certifications/degrees conferred: Professional Preparation Program (PPP) (The PPP includes undergraduate, post-baccalaureate, and certification students)	455	490	460	532
Degrees conferred: Graduate students	255	251	222	218
Placement of PPP completers as teachers in Arizona (percent)	78	85	80	80
College of Education students enrolled in University honors program (percent)	18.1	11	15	17

◆ **Goal 2** To conduct research and engage in scholarship that addresses the educational issues, policies, and activities of the State of Arizona and the nation.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
External funds for research awarded to the College of Education (in millions of dollars)	5.6	5.7	6.5	7.0
Graduate students supported through grant funds	38	35	42	45
Grant funds/tenured and tenure-track faculty (in thousands)	89:1	97:1	114:1	113:1
College of Education standing in U.S. News and World Report ranking of U.S. Colleges of Education graduate programs	61	58	<50	<50

◆ **Goal 3** To provide outstanding outreach programs that meet the needs of the people and the communities of the State of Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
College partnerships with school districts and social service agencies	50	50	50	50

◆ **Goal 4** To attain a level of tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and

the college with the research productivity essential to a premier research university.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Degrees/FTE faculty (COE)	10.3	11.5	11.5	12.1
Majors/FTE (COE)	42	43	44	42
External funding obtained/FTE Faculty (COE)	89,471	95,876	109,375	112,903
SCH/Faculty FTE (COE)	582	628	600	600

◆ **Goal 5** To graduate as many well qualified students as possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of degrees granted BA/BS and MA/MS	580	634	600	685
Students with research/capstone experience	TBD	TBD	TBD	TBD
Number of degrees granted- Ph.D and 1st Professional	59	54	58	65

UAA 1.6

Subprogram Summary
COLLEGE OF ENGINEERING

Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To continuously improve service to students and to advance strategic technology through excellence in education and research, in partnership with industry, government, and the citizens of Arizona.

Description:

Engineering education prepares students for a professional career through the study of physical science, mathematics, engineering science and design, humanities, social science, and practice. The College offers degrees through the doctorate. While most graduates embark on careers in engineering practice, many students find the baccalaureate program excellent preparation for fields as diverse as law, medicine, business, and government. Graduates develop analytical and quantitative thinking, a critical but optimistic approach to problem solving, the habit of self-directed future learning, and a thorough understanding of how materials, energy, and information can be adapted to humanity's needs and desires. The Accreditation Board for Engineering and Technology accredits the B.S. degrees in engineering.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	23,068.2	21,127.1	24,661.4
Other Non Appropriated Funds	11,731.5	15,939.4	14,208.3
Federal Funds	20,054.0	20,649.7	21,269.2
Program total	54,853.7	57,716.2	60,138.9
FTE Positions	278.1	278.1	292.9

◆ **Goal 1** To provide a distinguished engineering education that will attract and graduate an excellent and diverse student body.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average SAT scores for entering Freshman	1,184	1195	1,185	1215
Equivalent years to baccalaureate	4.6	4.6	4.6	4.6
Admitted undergraduate students who matriculate	774	749	800	800

◆ **Goal 2** To lead in research that advances the nation's strategic engineering and environmental technologies.

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Scholarly publications per faculty member	4.3	4.1	4.1	4.3
External grant awards per faculty member (in thousands of dollars)	200.2	229.1	220.0	240.0
Supported graduate students per faculty member	3.2	3.1	3.2	3.3

◆ **Goal 3** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier research university.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Degrees/FTE faculty (T/TE)	5.2	5.8	4.5	5.0
Majors/FTE faculty (T/TE)	28	28	25	23
External funding obtained/FTE faculty (T/TE)	186,375	244,500	220,000	250,000
SCH/Faculty FTE (T/TE)	377	366	375	375

◆ **Goal 4** To graduate as many well qualified students as possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of degrees granted BA/BS and MA/MS	630	675	500	500
Students with research/capstone experience	400	470	400	400
Number of degrees granted-Ph.D and 1st professional	43	57	55	60

UAA 1.7

Subprogram Summary
COLLEGE OF FINE ARTS

Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S.§ 15-1601

Mission:

To prepare students to create, to teach, to participate in, to understand, and to value the arts; sustain excellence in teaching, creative expression, and research in the arts, knowledge, and inspiration about arts for Arizona and the nation; integrate the arts into the everyday life of Arizona citizens; promote the arts as a means to understand a diverse and pluralistic world; and articulate the value of artistic intelligence as a mode of thinking and discovery.

Description:

The College of Fine Arts (CFA) educates the thinkers and practitioners who will define the emerging standards for the arts. The University provides a rich environment for training, research, and experimentation in the arts directed by a faculty of practicing professionals and scholars. These artists and scholars teach aesthetic concepts and utilize innovative studio methods, as well as training and resources based on formal traditions and cultural heritage as a means to interpret and create in our contemporary society through creative expression. The academic commitment of fine arts is to audiences as well as artists, outreach to the community as well as to the campus, culture as well as curriculum, and to the dissemination of artistic values or knowledge as well as to the creation of fine arts.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	14,711.4	13,814.9	14,774.2
Other Non Appropriated Funds	3,385.3	3,329.9	3,601.8
Federal Funds	21.3	21.9	22.6
Program total	18,118.0	17,166.7	18,398.6
FTE Positions	232.5	232.5	245.0

◆ **Goal 1** To provide the State of Arizona and the nation with highly qualified artists, teachers, and scholars, well educated in the arts.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Undergraduate degrees conferred	446	456	425	440
Graduate degrees conferred	103	78	80	80
CFA students in UA Honors Program (percent)	16	17	16	16
CFA undergraduates with GPA greater than 3.50 (percent)	31	34	32	32

◆ **Goal 2** To provide creative scholarship that addresses the educational and cultural needs of the State of Arizona and the nation.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
External funding for creative scholarship acquired by the faculty of the College (in thousands of dollars)	1,039	913	1,000	1,000
Regional, national, and international research and creative activity prizes, honors, and awards received by students and faculty	198	154	150	150

◆ **Goal 3** To provide outreach programs in the visual and performing arts to meet the needs of people and communities of the State.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Performing and visual arts performances/exhibitions by faculty and students (in thousands)	583	450	500	500
Attendance at faculty and student performances/ exhibits (in thousands)	119	71	100	100
Tucson-area school districts served by College outreach efforts (percent)	100	100	100	100

◆ **Goal 4** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Degrees/FTE faculty (T/TE)	4.6	4.2	4.5	4.5
Majors/FTE faculty (T/TE)	21	22	22	22
External funding obtained/FTE Faculty (T/TE)	780	756	550	600
SCH/Faculty FTE (T/TE)	488	514	491	495

◆ **Goal 5** To graduate as many well qualified students as possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of degrees granted BA/BS and MA/MS	517	520	520	520
Number of degrees granted-Ph.D and 1st Professional	10	14	11	12

UAA 1.8

Subprogram Summary
COLLEGE OF HUMANITIES

Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To provide students with the abilities to read and think critically, write persuasively, and speak effectively to a range of audiences. To broaden students' understanding of the variability, complexity, and richness of human cultures across time through the study of languages, literature, and archeological artifacts.

Description:

The College of Humanities offers undergraduate and graduate programs dedicated to literacy, language learning, and cross-cultural understanding. The College has seven departments of languages and literatures and several interdisciplinary programs. Special emphases are creative writing, English as a second language, religious studies, classical archaeology, and public programs offered by the Poetry Center and the Humanities Seminars.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	24,262.7	22,874.5	25,109.7
Other Non Appropriated Funds	3,869.6	3,806.3	3,846.5
Federal Funds	513.6	528.9	544.7
Program total	28,645.9	27,209.7	29,500.9
FTE Positions	341.2	341.2	359.4

◆ **Goal 1** To provide instruction regarding diverse culture and cultural values.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
EF Scholarships per College faculty member	32/150	33/150	33/150	33/150
OP Average College course section enrollment per semester (excludes Composition and basic foreign language sections)	36	36	36	36

◆ **Goal 2** To integrate the results of scholarship and creative activity with the educational experience.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Ratio of University teaching awards to FTE faculty: College	8/150	8/150	8/150	8/150
Internal/external grant support per FTE faculty: College (in dollars)	500	500	500	500
Regional, national, and international research and creative activity awards, honors, and prizes received by: College-faculty	7	9	9	9

◆ **Goal 3** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier research university.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Degrees/FTE faculty (T/TE)	3.5	3.7	3.1	3.5
Majors/FTE faculty (T/TE)	11	12	10	11
External funding obtained/FTE Faculty (T/TE)	5,607	5,230	3,785	3,785
SCH/Faculty (T/TE)	1,030	1,042	931	1,000

◆ **Goal 4** To graduate as many well qualified students as possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of degrees granted BA/BS and MA/MS	442	470	399	450
Students with research/capstone experience	TBD	TBD	TBD	TBD
Number of degrees granted-Ph.D and 1st Professional	14	16	28	20

UAA 1.9

Subprogram Summary
JAMES E. ROGERS COLLEGE OF LAW

Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To prepare lawyers with the skills and knowledge for a lifelong ability to practice law in a multicultural society and global environment, and for leadership positions locally and nationally through first-rate teaching, research, and service.

Description:

The College of Law is a member of the Association of American Law Schools and is approved by the American Bar Association. The College has a well-rounded traditional program of legal study that has also incorporated new programs and teaching approaches in response to the changing nature of the practice of law. The College focuses on sound, fundamental skills and legal training that provide the core of what every competent, ethical lawyer should know.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,412.8	8,599.6	10,761.4
Other Non Appropriated Funds	4,156.0	4,087.9	4,131.2
Federal Funds	16.5	17.0	17.5
Program total	12,585.3	12,704.5	14,910.1
FTE Positions	72.6	72.6	76.5

◆ **Goal 1** To provide law students with an excellent and well-rounded legal education in a College that recruits and graduates an outstanding and diverse student body.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Graduates passing the Arizona Bar the first time (percent)	93	85	90	90
Graduates employed within 6 months after graduation (percent)	92	93	92	92

◆ **Goal 2** To carry out significant legal scholarship and research, and to integrate faculty research into the student educational experience.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Faculty articles and books published	TBD	TBD	TBD	TBD
Faculty public presentations outside of Law College	TBD	TBD	TBD	TBD

◆ **Goal 3** To provide community support and service to the citizens of Arizona and to the Arizona legal profession.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Members of public assisted by law library	4,284	4,780	4,200	4,200
Students providing community legal support with Government and non-profit organizations	88	90	90	90

◆ **Goal 4** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and

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the college with the research productivity essential to a premier university.

Overall teaching ratings as measured by students and peer assessment (scale 1-5, with 5 being the best) 4.38 4.30 4.07 4.30

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Degrees/FTE faculty (T/TE)	7	6.7	7	7
Majors/FTE faculty (T/TE)	19	19	19	19
External funding obtained/FTE Faculty (T/TE)	3,231	1,783	4,200	4,200
SCH/Faculty FTE (T/TE)	531	538	540	540

◆ **Goal 2** To serve the broader essential needs of Arizona by establishing and conducting outstanding programs of scientific research which define human knowledge, as well as provide the basis for the increasingly scientific technology on which our State's and our nation's society and economy are built.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of research publications, including articles, in first-rank refereed journals, as well as books and monographs	1,557	1550	1492	1500
Amount of external funding from federal and other sources to support research programs (in millions)	122,876.1	100,000	134,141.6	120,000
Number of appointments to prestigious national and international advisory panels and election to substantial office in national or international scholarly societies	360	360	345	340
Number of faculty, staff, and students receiving local, national, and international awards, or membership invitations to select societies, in recognition of scholarly accomplishments, teaching, or other educational contributions	224	230	187	230

◆ **Goal 5** To graduate as many well qualified students as possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of degrees granted BA/BS and MA/MS	26	17	26	26
Students with research/capstone experience	TBD	TBD	TBD	TBD
Number of degrees granted- Ph.D and 1st Professional	157	154	160	160

◆ **Goal 3** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Degrees/FTE faculty (T/TE)	2.6	2.8	2.7	2.7
Majors/FTE faculty (T/TE)	14	14	14	14
External funding obtained/FTE faculty (T/TE)	460,055	502,649	440,000	450,000
SCH/Faculty FTE (T/TE)	584	568	595	590

UAA 1.10

Subprogram Summary

COLLEGE OF SCIENCE

Edward Frisch, Asst. V.P., Resource Planning & Management

Phone: (520) 621-7766

A.R.S. § 15-1601

Mission:

To offer high quality undergraduate and graduate programs and conduct research encompassing biological, physical, and mathematical sciences for those needing: professional courses of study and research, skills for other professional majors, to teach in public schools, and general education skills. To conduct advanced research and apply knowledge to the solution of important problems of our time.

Description:

The College of Science develops new knowledge about the world and its interrelations, and about the means of inquiry in significant areas of science and interdisciplinary areas involving science. It provides students, colleagues worldwide, and the public with knowledge, understanding, and appreciation of the history, findings, applications, and methods of inquiry of science needed to work and participate effectively in resolving the issues of our time. Undergraduate programs in science produce students capable of entering graduate programs at the best universities, and entering careers in research, industry, business, and government. Non-science majors are introduced to science through a general education program designed to connect science to other areas of intellectual endeavor.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	56,808.1	53,376.1	58,222.1
Other Non Appropriated Funds	47,448.9	47,570.0	49,983.4
Federal Funds	110,414.1	113,763.2	117,104.9
Program total	214,671.1	214,709.3	225,310.4
FTE Positions	678.9	678.9	715.2

◆ **Goal 1** To offer excellent quality undergraduate and graduate educational programs competitive with the best programs nationally.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of graduates placed into high-quality careers and onto distinguished tracks of further graduate or professional education	81	81	85.09	81.00
Percent of Undergraduate student majors actively involved in research	40.50	40	38.80	40

UAA 1.11	Subprogram Summary
COLLEGE OF SOCIAL AND BEHAVIORAL SCIENCES	
Edward Frisch, Asst. V.P., Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S. § 15-1601	

Mission:

To offer distinguished undergraduate and graduate education, research, and outreach that focus on the scientific and analytical understanding of individuals and their behavior as members of social groups.

Description:

The study of human beings, individually and in social groups, unites the departments and programs of the College of Social and Behavioral Sciences (SBS). The departments and programs provide both disciplinary degrees and majors and minors in a number of interdisciplinary areas. The College promotes fundamental research in individual behavior, cultural expression, social organization, theory and values, and public and private policy. The College serves a public constituency through consulting with professional organizations; working with local, state, and regional organizations on specific issues; and providing expert information and advice to public policy makers.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	36,942.8	33,639.2	36,305.9
Other Non Appropriated Funds	9,262.3	9,110.6	9,951.1
Federal Funds	10,092.8	10,392.7	10,704.5
Program total	56,297.9	53,142.5	56,961.5
FTE Positions	407.2	407.2	428.9

◆ **Goal 1** To maintain and improve the quality of undergraduate education.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Ratio of student FTE per faculty member	TBD	24.2	24.6	25
Ratio of Fall Tier I seats offered per instructional faculty member	TBD	47.1	46	45

◆ **Goal 2** To maintain and increase strength of graduate and research programs within the College of Social and Behavioral Sciences.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
The average Graduate Record Exam score of entering graduate students	TBD	TBD	1,855	1,860
Ratio of extramural funding proposals submitted per faculty member	TBD	TBD	TBD	TBD
Dollar value of extramural funding obtained by faculty and staff (in millions)	TBD	TBD	TBD	TBD

◆ **Goal 3** To enhance the quality and diversity of the College of Social and Behavioral Sciences as a workplace.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Voluntary pre-tenure faculty departures (voluntary means not occasioned by death, retirement, illness, or cause. It does not include departures occasioned by negative tenure decisions.) (percent)	TBD	3	TBD	TBD
Women faculty hires (percent)	TBD	38	TBD	TBD
Minority faculty hires (percent)	TBD	14	TBD	TBD

◆ **Goal 4** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier research university.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Degrees/FTE faculty (T/TE)	8.3	7.8	8.7	8.7
Majors/FTE faculty (T/TE)	30	29	35	35
External funding obtained/FTE Faculty (T/TE)	58,219	60,310	62,000	64,000
SCH/Faculty FTE (T/TE)	753	690	765	765

◆ **Goal 5** To graduate as many well qualified students as possible.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Number of degrees granted BA/BS and MA/MS	1,673	1,748	1,700	1,700
Number of degrees granted-Ph.D and 1st Professional	70	58	75	75

UAA 1.12	Subprogram Summary
GRADUATE COLLEGE -- ACADEMIC INTERDISCIPLINARY PROGRAMS	
Edward Frisch, Asst. V.P., Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S. § 15-1601	

Mission:

To support and foster the development of superior graduate education programs in scientific, scholarly, and artistic arenas capable of attracting distinguished faculty, outstanding students, and resources; to ensure these programs are representative of the dynamic, diverse, and increasingly technological and global environment; and to nurture those evolving programs that are gaining reputations of academic excellence.

Description:

The Vice President for Research, Graduate Studies and Economic Development is responsible for maintaining the quality of Graduate Interdisciplinary Programs, the academic programs that fall under the umbrella of the VPR. The Dean of the Graduate College is responsible for graduate programs, recruiting and retaining, graduate students, providing special programs for recruiting and retaining underrepresented graduate students, providing support services to departments and students, and monitoring the eligibility of all graduate students who have been awarded teaching assistantships and fellowships. Only Goal 1 pertains to the Dean of the Graduate College. All other items pertain to Graduate Interdisciplinary programs and are answered on behalf of the VPR.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,263.6	3,770.3	5,353.3
Other Non Appropriated Funds	15,783.6	15,525.1	15,689.2
Federal Funds	2,440.9	2,513.4	2,588.8
Program total	22,488.1	21,808.8	23,631.3
FTE Positions	69.8	69.8	73.6

◆ **Goal 1** To assist departments in seeking excellent graduate students by improving the admissions procedures.

Performance Measures:	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Days necessary to process domestic graduate student applications	13	11	11	11
Days necessary to process international graduate student applications	20	19	19	19
Days between departmental completion of review of application and notification to student regarding recommendation or denial of acceptance into program	7	7	7	7

◆ **Goal 2** To facilitate and stimulate interdisciplinary scholarship in critical areas.

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Budgets assigned to Interdisciplinary Programs for faculty and graduate assistant lines and operations (in millions of dollars)	1	1	1	2
Faculty participating in interdisciplinary programs (percent)	70	720	700	700
Students majoring in interdisciplinary programs	500	352	450	500

◆ **Goal 3** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier research university.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Degrees/FTE faculty (T/TE)	7.8	8.5	8.5	8.5
Majors/FTE faculty (T/TE)	800	720	700	700
External funding obtained/FTE Faculty (T/TE)	1,152,961	1,153,961	1,152,961	1,152,961
SCH/Faculty FTE (T/TE)	800	4,423	4,500	5,000

◆ **Goal 4** To graduate as many well qualified students as possible.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of degrees granted BA/BS and MA/MS	25	15	15	15
Students with research/capstone experience	TBD	TBD	TBD	TBD
Number of degrees granted-Ph.D and 1st Professional	356	37	40	50

UAA 1.13 **Subprogram Summary**
 CONTINUING EDUCATION AND ACADEMIC OUTREACH
 Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:
 To ensure that the University of Arizona Extended University supports the community by fulfilling its needs for personal and professional growth with educational programs and services advancing the University's mission of outreach and engagement.

Description:
 Extended University (EU) works closely with the University's academic departments to provide both undergraduate and graduate credit courses to students who are not enrolled full time in daytime campus classes. Credit programs are available in a variety of formats, including video, correspondence, Evening and Weekend Campus (EWC), and computer based courses. EU also offers a range of personal and professional development programs, including fine arts and humanities, languages, writing, elementary-through-high school correspondence courses, elder hostel, computer education, business workshops, and children's programs.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	338,200.0	625,600.0	652,300.0
Other Non Appropriated Funds	3,333.6	2,279.0	3,313.6
Federal Funds	445.1	458.3	472.0
Program total	341,978.7	628,337.3	656,085.6
FTE Positions	10.7	10.7	11.2

◆ **Goal 1** To provide opportunities for students to earn University credit and

degrees, and achieve their educational goals, outside regular daytime, on-campus classes.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of degree programs available through Evening and Weekend Campus	4	5	6	7
Students admitted to degree or certificate programs (EWC, Gerontology Certificate, and cohorts in Business and Engineering)	88	132	170	180
Prospective adult students who rate EU advising as "very helpful" in helping them return to school (percent)	94	95	95	95
Adult students who receive advising and graduate from degree or certificate programs (EWC and Gerontology Certificate students only)	23	24	25	26

Explanation: Effective Spring 2003 - Gerontology certificate program will be housed in Gerontology.

◆ **Goal 2** To offer programs to individuals and to organizations to promote a better-educated workforce.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Partnerships with businesses and organizations to provide on-site, noncredit employee training	2	3	4	7
Partners who offer off-campus learning sites that can accommodate live instruction, video, computer, and/or correspondence course delivery	111	10	12	13
Credit courses using distance technologies	269	145	152	160

◆ **Goal 3** To offer the public learning opportunities that support personal growth and career development through programs for lifelong learning.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
New programs developed each year in response to community input	13	19	21	21
Partnerships with schools and community agencies	170	205	215	226
K-12 enrollments	1991	2,344	2,578	2,836
EU registrations	13,732	11,969	13,166	14,482

UAA 1.14 **Subprogram Summary**
 OTHER ACADEMIC PROGRAMS
 Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:
 To fully integrate undergraduates into the intellectual richness of the University, helping to create an environment that supports and nurtures broad access to higher education.

Description:
 Units in this subprogram include the Honors College, the Office of International Programs (OIP), Summer Session, and Military Science. These units screen and advise students who have displayed special aptitude and interest in the unique courses of study offered by these diverse interdisciplinary units, and coordinate general education and inter-college curriculum requirements to assure that degree requirements are met.

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Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,210.5	2,198.2	2,292.1
Other Non Appropriated Funds	4,771.9	4,693.7	4,743.4
Federal Funds	0.0	0.0	0.0
Program total	6,982.4	6,891.9	7,035.5
FTE Positions	31.3	31.3	33.0

Navy ROTC officers commissioned annually	31	34	40	32
Air Force ROTC officers commissioned annually	37	13	34	40

UAA 1.15 **Subprogram Summary**

UNIVERSITY OF ARIZONA SOUTH

Edward Frisch, Asst. V.P., Resource Planning & Management

Phone: (520) 621-7766

A.R.S. § 15-1601

◆ **Goal 1** To phase out Arizona International College.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Continuing students enrolled in AIC during fall semester	77	42	20	0
New students enrolled in AIC during the fall semester	0	0	0	0

◆ **Goal 2** To improve the quality of graduating seniors.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Honors students graduating with honors (Graduation with honors means the student has completed an undergraduate senior thesis, taken a specified number of honors units, and has a cumulative GPA of at least 3.5)	202	223	215	220
Honors students graduating with academic distinction (Graduation with academic distinction is based on the students' graduation grade-point average, i.e. Cum Laude 3.5 or greater, Magna Cum Laude 3.7 or greater, Summa Cum Laude 3.9 or greater)	681	746	650	700
Honors students graduating with honors continuing to graduate, law, or medical school	100	47	50	52
Undergraduates awarded prestigious national and international scholarships (Rhodes, Goldwater, Truman, Marshall, Churchill, Javits, Swanson, Luce, Udall, and Fulbright)	13	3	7	7

◆ **Goal 3** To enhance the international aspect of undergraduate education.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Non-international studies majors taking INTS250x-Introduction to International Studies	50	35	50	50
International studies majors finding international employment or accepted into graduate programs	80	80	80	80
University of Arizona students completing Study Abroad Programs with >3.0 GPA (percent)	80	69	80	80

◆ **Goal 4** To facilitate programs and assist faculty in international teaching, research, and outreach activity.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
University-wide Memoranda of Agreement with international universities or institutions generated with assistance of the Office of International Programs (OIP)	50	76	55	55
Ratio of foreign travel grant awards to FTE budgeted instructional faculty	13:1	13:1	14:1	14:1

◆ **Goal 5** To develop cadets/midshipmen mentally, morally, and physically, and to imbue them with the highest ideals of duty, honor, and loyalty in order to commission University of Arizona graduates as military officers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Army ROTC officers commissioned annually	16	17	15	15

Mission:

To provide quality liberal arts and professional instruction as a branch campus of The University of Arizona that allows the citizens of the State, and primarily Cochise County, to obtain degrees and develop fully their intellectual and professional capabilities as well as gain an appreciation of diversity; to enrich instruction through the integration of technology in resident and distance learning programs; and to foster regional economic development and provide expertise for generating solutions to community problems through the education and public service activities of faculty, staff, and students.

Description:

The UA South Campus delivers educational services at the upper division and graduate levels to the residents of southern Arizona and northern Mexico. Students may take lower-division courses at any Arizona Community College and upper-division university credit work at UA South for a complete undergraduate degree program in Applied Science, Commerce, interdisciplinary Studies, Political Science, Psychology, Computer Science, Mathematics, English, History, Latin American Studies, Spanish, Family Studies and Human Development, Elementary and Secondary Education, and Postbaccalaureate Certifications in Elementary and Secondary Education and Instructional Technology. Master's degree programs are offered in Teaching and Teacher Education and Educational Psychology.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,784.1	4,167.6	6,090.1
Other Non Appropriated Funds	1,226.0	1,205.9	1,218.7
Federal Funds	450.2	363.7	477.4
Program total	5,460.3	5,737.2	7,786.2
FTE Positions	55.4	55.4	58.2

◆ **Goal 1** To promote a learner-centered environment.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Graduates, baccalaureate and Master's, and post baccalaureate certifications	107	116	145	160
Graduates per ranked faculty	4.7	5.2	6	7

◆ **Goal 2** To serve local, regional, and global communities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Community students enrolled in enrichment programs	15,733	20,250	22,000	23,000
Amount generated toward Campaign 2000 (in thousands of dollars)	800	120	750	1,000

◆ **Goal 3** To provide seamless pathways to success

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of new collaborative efforts	10	12	12	12
Percentage of students completing AGECE	25	26.7	30	30

◆ **Goal 4** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier

research university.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
External funding obtained by Regular Faculty	63,414	253,525	250,000	250,000
SCH/Regular Faculty	634	543	645	645

UAA 1.17

Subprogram Summary
UNIVERSITY LIBRARIES

Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To be creators and stewards of a trusted information environment. We enable the discovery and dissemination of knowledge and preserve our unique collections. Thus, we advance the University's mission to discover, educate, serve and inspire.

Description:

The Library system contains more than 9,000,000 items, including books, journals, maps, government publications, and manuscripts with online access to additional resources. In an environment of free and open inquiry and with a commitment to excellence, team-based Library personnel provide leadership in the development of information policy, and the Library itself plays a key role in instruction, cultural transmission, and scholarly communication. The Library is a member of the Center for Research Libraries, Association of Research Libraries, the Arizona University Libraries Consortium, and the Greater Western Libraries Alliance.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	19,057.2	19,196.4	20,614.0
Other Non Appropriated Funds	3,351.8	3,391.6	3,423.1
Federal Funds	60.0	61.8	63.7
Program total	22,469.0	22,649.8	24,100.8
FTE Positions	214.9	214.9	226.4

◆ **Goal 1** To have customers recognize an information need, know how and where to find the information, create and implement a search strategy, evaluate the information they find, and understand the social issues surrounding information use, such as plagiarism, copyright and fair use.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Interactions per year with individuals in the campus community that include Scholarly Communication education/advocacy components	909	513	600	600

◆ **Goal 2** To UA faculty, researchers, staff and consortial partners involved in service to the non-UA community collaborate with the Library to extend selected Library resources, products, and services to groups targeted by campus outreach efforts.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Savings through consortial agreements (in thousands of dollars)	449	302	300	300
Costs avoided through consortial agreements (in thousands of dollars)	3,430	3,591	3,000	3,000

◆ **Goal 3** To have customers have the information resources and technology they need to create and discover new knowledge.

UAA 1.18

Subprogram Summary
ACADEMIC COMPUTING

Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To support and enhance a contemporary learning environment with tools that permit innovation in all learning spaces and assist students in bridging the relationship between research and learning.

Description:

The Academic Computing subprogram encompasses resources and services that span a gamut of tangible and intangible technologies. Since the late 1990's centrally managed applications at the University of Arizona has grown persistently and rapidly. Several homegrown and commercial products are in use including WebCT, Desire2Learn, Caucus, POLIS, WebBoard, FrontPage and MOO. In addition, the dependence on computers in classrooms and labs remains strong as does the institutional commitment. While the total inventory of workstations available to students is relatively stable, the rate of regular refresh has improved substantially since 2000, as has the compliment of higher end (e.g., multimedia) applications and peripherals. Thus the standard student workstation keeps better pace with changing technologies and enables increasingly advanced and creative students outcome.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,572.2	8,149.2	9,146.9
Other Non Appropriated Funds	1,031.6	1,777.7	1,025.4
Federal Funds	0.0	0.0	0.0
Program total	7,603.8	9,926.9	10,172.3
FTE Positions	75.5	75.5	79.6

◆ **Goal 1** To support for electronic teaching, learning, and course administration via centrally provided applications: Numbers below reflect the aggregate of accounts for all such applications: WebCT, Desire2Learn, Caucus, POLIS, WebBoard, FrontPage and MOO.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of class accounts/sections (NOT students served!)	4,300	4,777	4,900	4,950

◆ **Goal 2** To provide hands on lab classroom environments housing up-to-date workstation technologies that meet an increasing diversity of students needs and capabilities.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of instructional workstations	2,350	2,500	2,500	2,500

UAA 1.19 **Subprogram Summary**
ACADEMIC SUPPORT
 Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:

To increase student, faculty, and community understanding and appreciation of the visual arts and cultural history; to collect, care for, exhibit, and interpret original works of art, material objects, and information from the past and present; to publish the results of research, scholarship, and creative activity, ensuring further access to knowledge and information resources.

Description:

Units comprising the Academic Support subprogram include campus museums and the UA Press. These units present a continuous series of temporary exhibitions that complement the permanent collections of artwork spanning the Middle Ages through the 20th century and prehistoric and recent artifacts from Indian cultures of Arizona and the Southwest, plus publish books and electronic media in such areas as anthropology, archaeology, astronomy, Native American literature and culture, geography, natural history, women's studies, the environment, the American west, and Latin American studies. Book marketing services are also offered to nonprofit organizations.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,714.8	4,820.6	5,026.5
Other Non Appropriated Funds	5,496.4	5,406.4	5,463.5
Federal Funds	894.1	920.6	948.2
Program total	12,105.3	11,147.6	11,438.2
FTE Positions	100.0	100.0	105.4

◆ **Goal 1** To ensure effective access to knowledge and other resources to deliver outstanding education programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Undergraduate students with practical museum, laboratory, or field experience	149	158	160	165
Graduate students with practical museum, laboratory, or field experience (percent)	50	53	53	55
Student credit hours taught by museum curators	372	400	425	430
Individuals accessing museum resources electronically	140,000	150,000	180,000	185,000

◆ **Goal 2** To attain excellent viewing experiences and an increased understanding of arts and cultural diversity.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Square feet of exhibits	13,200	13,200	13,200	13,200
Visitors	33,656	40,000	42,000	42,000
Visitors satisfied with educational experience (percent)	98	95	95	95
School children given tours	3,309	4,100	4,200	4,200
Adult visitors taking part in museum programs	30,000	32,000	33,000	33,000

◆ **Goal 3** To increase the number of impressions on behalf of the University in reviews, advertisements, direct mail, exhibits, radio, television, electronic media, and public events related to UA Press books, while maintaining the cost per impression.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Dollars internally reallocated to priority	2,500.0	6,200	1,700	3,000

Impressions (in millions) (An impression is one instance of exposing one person to the name of the University of Arizona. For example, an advertisement in a journal with 2,000 subscribers makes 2,000 impressions, counted conservatively.)	13.0	13.7	14.0	14.0
Dollars cost per impression (Ad \$/impression, benchmark, ad agency ideal is \$.03-.10)	.02	.02	.02	.02
Books sold (in thousands)	180.0	180.0	180.0	180.0

◆ **Goal 4** To contribute to knowledge by increasing the number of new books (titles) published, while increasing operational efficiency.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
New titles published	55	55	55	55
New titles/staff member	2.2	2.2	2.2	2.2
Operations cost/cost of goods sold	2.48	2.48	2.48	2.48

◆ **Goal 5** To broaden the Press' financial base through sales and fundraising and to recover lost marketing service income.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Sales income (in thousands of dollars)	1,725	1,725	1,725	1,725
Marketing service income (in thousands of dollars)	95	95	95	95
Funds raised (in thousands of dollars)	35	35	35	35

UAA 1.20 **Subprogram Summary**
ACADEMIC AFFAIRS ADMINISTRATION
 Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:

To provide the University of Arizona with leadership in developing and administering the academic policies necessary to enable it to effectively and efficiently pursue the institution's academic mission.

Description:

Academic Affairs Administration has overall responsibility for the quality and integrity of all academic programs of the University, overseeing academic planning and budgeting, personnel, curriculum, undergraduate and graduate instruction, research, academically-based service activities, and student affairs. Among its functions is to represent the University in interactions with internal and external constituencies, sister universities, members of the Board of Regents, legislators, student and faculty leaders, and representatives of the media.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,696.5	21,245.8	22,600.4
Other Non Appropriated Funds	1,904.8	1,873.6	1,893.4
Federal Funds	448.4	461.8	475.6
Program total	7,049.7	23,581.2	24,969.4
FTE Positions	137.4	137.4	144.8

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Dollars internally reallocated to priority	2,500.0	6,200	1,700	3,000

academic units (in thousands of dollars)

Academic degree programs reviewed centrally for productivity (percent)	100	100	100	100
Academic programs reviewed for quality and effectiveness	11	14	23	20
◆ Goal 2 To improve instructional delivery.				
Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Classrooms that are updated for new learning technologies	182	200	210	225
Departments offering an undergraduate capstone research experience (percent)	100	100	100	100
Graduating seniors who rate their overall University experience as good or excellent (percent)	95	95	95	95

UAA 2.0	Program Summary
	ORGANIZED RESEARCH
	Edward Frisch, Asst. V.P., Resource Planning & Management
	Phone: (520) 621-7766
	A.R.S. § 15-1601

Mission:

To provide quality research in areas important to the State and nation; to bring into the classroom leading edge knowledge; to make available to students the most modern technology; and to provide service to the State, federal agencies, and the private sector.

Description:

Organized Research includes activities within centers, divisions, bureaus, institutes, and experiment stations formally approved by the Arizona Board of Regents. These activities are specifically created and organized to produce research, whether separately budgeted within the University or commissioned by an external agency, as with federal grants and contracts.

This Program Contains the following Subprograms:

- ▶ **University-wide Organized Research**
- ▶ **Agriculture and Life Sciences Research Experiment Station**
- ▶ **College-based Sponsored Research and Interdisciplinary Research Programs**

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	35,530.9	33,136.3	36,755.3
Other Non Appropriated Funds	49,493.8	57,301.7	58,455.4
Federal Funds	51,359.5	52,885.4	54,472.1
Program total	136,384.2	143,323.4	149,682.8
FTE Positions	474.6	474.5	499.9

UAA 2.1	Subprogram Summary
	UNIVERSITY-WIDE ORGANIZED RESEARCH
	Edward Frisch, Asst. V.P., Resource Planning & Management
	Phone: (520) 621-7766
	A.R.S. § 15-1601

Mission:

To maintain and develop research programs in areas critical to the State, region, nation, and internationally; to maintain and develop cutting edge interdisciplinary programs.

Description:

To provide a University-wide environment under the supervision of the Vice President for Research conducive to maintaining a ranking in the Top 20 Doctoral/Research University Extensive under the National Science Foundation criteria. To assist in providing an environment of excellence conducive to the educational goals of the State of Arizona through its universities, with special emphasis on post-baccalaureate programs in both traditional and innovative curricula. To provide the necessary infrastructure to support the transfer of technology to benefit the economy of the State.

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,266.9	7,657.0	9,882.0
Other Non Appropriated Funds	19,445.4	27,073.2	28,586.6
Federal Funds	22,784.8	23,461.8	24,165.7
Program total	49,497.1	58,192.0	62,634.3
FTE Positions	87.8	87.7	92.4

- ◆ **Goal 1** To increase external funding for organized research programs relative to peer institutions.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
External funding obtained by organized research units (in millions of dollars)	176	179	176	180
National Science Foundation Research ranking (publics)	16	14	16	15

- ◆ **Goal 2** To increase the level of student participation in organized research programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Available undergraduate and graduate research assistantships	TBD	1,492	1,492	1,492

- ◆ **Goal 3** To expand and improve interdisciplinary programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
External support obtained by interdisciplinary programs (in thousands of dollars)	TBD	338.0	338.0	338.0

UAA 2.2 **Subprogram Summary**
 AGRICULTURE AND LIFE SCIENCES RESEARCH EXPERIMENT STATION
 Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:

To promote quality scientific and scholarly research, including graduate-level instruction programs, by highlighting state priorities and consideration for regional, national, and international needs in the fields of Animal Systems; Environment and Natural Resources; Family, Youth, and Community; Human Nutrition, Food, Safety, and Health; Marketing, Trade, and Economics; and Plant Systems.

Description:

The Agricultural Experiment Station is the administrative entity for research activities in the College of Agriculture and Life Sciences. The research program is very broad and is designed to address needs of the State, nation, and world. Many activities are interdisciplinary efforts among 2 schools and 10 departments, 11 field-based agricultural research centers, 13 special programs/support units, and cooperative efforts with the private sector, government, other departments at the University of Arizona, and other universities. Faculty involved in the Agricultural Experiment Station have joint appointments either in the Academic Programs or Cooperative Extension components of the College of Agriculture and Life Sciences.

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	25,747.1	23,188.3	24,484.4
Other Non Appropriated Funds	18,184.9	17,887.1	18,076.2
Federal Funds	27,998.2	28,829.9	29,694.9
Program total	71,930.2	69,905.3	72,255.5
FTE Positions	357.6	357.6	376.7

◆ **Goal 1** To consider the needs of the State in developing research programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Research projects applicable to county needs	200	216	210	215
Average years from problem identification to solution (project completion)	3	4	4	4
Applicable projects resulting in a publication	148	170	175	180

◆ **Goal 2** To increase sponsored research from external sources.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Sponsored funds (in millions of dollars)	51	46	50	54
All research funds from competitive sources (percent)	48	43	45	50
Awards (approvals) to applications (proposal submissions) (percent)	51	54	60	60

UAA 2.3 **Subprogram Summary**
 COLLEGE-BASED SPONSORED RESEARCH AND INTERDISCIPLINARY RESEARCH PROGRAMS
 Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:

To maintain and develop college-based research and graduate programs, including interdisciplinary research programs, in areas critical to the State, the nation, and the world, and to transfer new knowledge to the private sector.

Description:

To foster a college-based and interdisciplinary environment conducive to maintaining a ranking in the Top 20 Research I Universities under the National Science Foundation criteria; to assist in providing the environment of excellence conducive to the educational goals of the State of Arizona through its universities, with special emphasis on post-baccalaureate programs in both traditional and innovative curricula; to provide the necessary infrastructure to support the transfer of technology to benefit the economy of the State of Arizona. (NOTE: Funds and personnel are disbursed among a number of colleges.)

Funding and FTE

	(Thousands)		
Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,516.9	2,291.0	2,388.9
Other Non Appropriated Funds	11,863.5	12,341.4	11,792.6
Federal Funds	576.5	593.7	611.5
Program total	14,956.9	15,226.1	14,793.0
FTE Positions	29.3	29.3	30.8

◆ **Goal 1** To increase the level of external funding for college-based and interdisciplinary research programs relative to peer institutions.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
External funding obtained by college-based research programs (in millions)	175	182	185	190
Ratio of percent increase in University of Arizona research expenditures to percent increase in peer institution research expenditures (The measure for this year is based on 1996 data from the National Science Foundation, the most recent data available from that source. Subsequent year's measures will also lag by a year or more.)	1.0	1.0	1.0	1.0

◆ **Goal 2** To increase the quality of students majoring or participating in research in the college-based and interdisciplinary research programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average Graduate Record Examination (GRE) scores of new graduate students: verbal	536	538	536	536
Average GRE scores of new graduate students: composite	1,768	1,768	1,768	1,768
Average Grade point average of graduates	3.76	3.75	3.78	3.78

◆ **Goal 3** To effectively transfer new technology to the private sector and form partnerships with State agencies and private sector concerns.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Technology disclosures	95	132	140	140
Patent applications submitted by UA	91	111	105	120

2005 - 2007 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Licenses obtained	39	38	42	42
Partnerships with state agencies	2	2	2	2
Partnerships with private sector concerns	148	147	154	154

UAA 3.0

Program Summary
COMMUNITY OUTREACH

Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S.§ 15-1601

Mission:

To serve the public by providing excellent outreach programs and activities; to increase the effectiveness and visibility of the University's academic outreach; to assist units that support the University's academic aims to fulfill their responsibilities with excellence and efficiency by providing assistance, oversight, and advocacy.

Description:

Outreach includes activities established primarily to provide instructional and non-instructional services beneficial to individuals and groups external to the University. Outreach includes conferences, general advisory services, reference bureaus, public radio and television, cultural events, consulting, and similar instructional and non-instructional services to particular sectors of the community.

This Program Contains the following Subprograms:

- ▶ Agriculture and Life Sciences Cooperative Extension Services
- ▶ UA presents (formerly Cultural Affairs)
- ▶ KUAT Communications
- ▶ Intercollegiate Athletics

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	14,339.2	13,600.9	14,127.1
Other Non Appropriated Funds	47,404.4	46,627.9	47,121.0
Federal Funds	4,873.3	5,045.2	5,168.7
Program total	66,616.9	65,274.0	66,416.8
FTE Positions	218.7	218.7	230.4

UAA 3.1

Subprogram Summary
AGRICULTURE AND LIFE SCIENCES COOPERATIVE EXTENSION SERVICES

Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766

A.R.S.§ 15-1601

Mission:

To provide not-for-credit life-long educational programs for all Arizonans statewide, fulfilling the central land-grant university mission of discovery, integration, application, and transfer of knowledge. Cooperative Extension is the major outreach arm of the University of Arizona.

Description:

Cooperative Extension makes science useful for the people of Arizona. Cooperative Extension provides programs in food, fiber, natural resources, family, youth, and community development. In support of these programs, 15,470 certified volunteers wear the "U of A badge". Over 100,889 young people are enrolled in 4-H Youth Development Programs; of these, more than 50% are minorities or ethnically diverse populations.

With 15 County Extension offices and ten satellite offices, six of which are located on Indian Reservations, Cooperative Extension is a network of county-based and campus-based faculty which provides practical education for use in dealing with critical issues that influence daily life.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	11,191.4	10,805.0	11,211.7
Other Non Appropriated Funds	3,630.2	3,570.7	3,608.5
Federal Funds	4,686.1	4,852.4	4,970.1
Program total	19,507.7	19,228.1	19,790.3
FTE Positions	157.4	157.4	165.8

◆ **Goal 1** To identify critical needs of Arizona's residents that can be addressed through county program delivery.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Needs assessments completed (1 per county)	15	15	15	15
Focus area programs delivered (Environmental and Natural Resources, Family, Youth and Community, Human Nutrition, Food Safety and Health, Marketing Trade and Economics, Animal and Plant Systems)	6	6	6	6

◆ **Goal 2** To deliver significant educational experiences to Arizona residents statewide.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Face-to-face educational contacts (in thousands)	250	274	450	450
Explanation: *New reporting system gathers more timely and accurate data which reflects that earlier numbers were probably too high.				
Publications on the World Wide Web	700	775	800	875
Documentary reports to the County Board of Supervisors and Native American Councils measuring program delivery accomplishments	20	22	22	22

UAA 3.2	Subprogram Summary UA PRESENTS (FORMERLY CULTURAL AFFAIRS)
Edward Frisch, Asst. V.P., Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S. § 15-1601	

Mission:

To educate, enlighten and inspire by bringing performing arts and artists together with diverse communities of southern Arizona.

Description:

UA presents is the largest professional performing arts presenter in the southern Arizona region. The program commissions new works from nationally recognized performing artists; brings classical and contemporary performers from around the world to southern Arizona; markets them to the University and surrounding communities; insures maximum impact of the artist on the community through a comprehensive outreach program; creates mutually beneficial programs with academic units, student organizations, the K-12 education system, and a broad range of community based organizations; and manages Centennial Hall on the University of Arizona campus.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	762.9	692.2	721.8
Other Non Appropriated Funds	4,822.0	4,743.0	4,793.1
Federal Funds	14.5	15.0	15.4
Program total	5,599.4	5,450.2	5,530.3
FTE Positions	11.2	11.2	11.8

◆ **Goal 1** To increase accessibility of UA Presents programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total event audience for entire season comprised of University students (percent)	8	16	20	20
Total seats utilized (percent)	52	55	52	65

◆ **Goal 2** To enhance the socially and ethnically diverse options in the annual performing arts programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Total season performances by United States based performing artists (percent)	56	48	50	60
Culturally and ethnically diverse programs (percent)	60	21	60	60
Internationally based programs (percent)	33	52	50	40

◆ **Goal 3** To create a strong performance-related community outreach program that serves an increasingly broad spectrum of southern Arizona residents.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Outreach programs (*comprised of campus lectures, classes, and open rehearsals) offered to the University community (percent) (At current staffing levels our goal is to maintain these critical programs and not let them slip.)	20	18	20	20
Outreach programs involving Tucson public school children* (percent)	20	15	22	22
Outreach programs open to the public (percent)	50	50	50	50

UAA 3.3	Subprogram Summary KUAT COMMUNICATIONS
Edward Frisch, Asst. V.P., Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S. § 15-1601	

Mission:

To enhance the transmission of knowledge by providing the citizens of southeastern Arizona with a unique high-quality television and radio service; to transmit educational, public affairs, and entertainment programming based upon the needs of the community.

Description:

For the benefit of the University of Arizona, KUAT operates several telecommunications production and delivery systems: three broadcast National Public Radio affiliated radio stations (KUAZ-AM, KUAZ-FM and KUAT-FM); a full-powered Public Broadcasting System affiliated television station (Channel 6) with a repeater station (Channel 27); a nineteen channel microwave Instructional Television Fixed Service (ITFS) for distribution of credit courses and educational materials used in campus classrooms and by business, industry, and the general public; and the southern connection of the state-wide NAUNet microwave system used for videoconferencing and the transmission of telecourses among the three state universities.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,384.9	2,103.7	2,193.6
Other Non Appropriated Funds	4,858.3	4,778.8	4,829.3
Federal Funds	49.2	50.6	52.2
Program total	7,292.4	6,933.1	7,075.1
FTE Positions	50.1	50.1	52.8

◆ **Goal 1** To increase nonappropriated funding levels from corporate and individual major donors for television and radio to replace declining federal funding.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Dollars received from corporate underwriters (in thousands)	663.8	654	660.5	665.0
Dollars received from individual members and major donors (in thousands)	2,457.0	2,441.4	2,430	2,440

◆ **Goal 2** To increase share of households (hh) viewing Channel 6 during sign on to sign off.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Nielsen Ratings Book Figures (in thousands) (hh)	169	146	158	158

◆ **Goal 3** To increase weekly listenership on KUAT and KUAZ radio.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Arbitron Ratings Book (in thousands)	123	127.2	125	130

◆ **Goal 4** To increase the number of credit courses produced through VideoServices.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Credit courses	28	32	30	30

UAA 3.4	Subprogram Summary INTERCOLLEGIATE ATHLETICS
Edward Frisch, Asst. V.P., Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S. § 15-1601	

Mission:

To pursue excellence in Intercollegiate Athletics through educational opportunity, physical activity, cultural diversity, public service, and extracurricular endeavor; to enhance the personal welfare of The University of Arizona's student athletes and ensure their integration into the mainstream of campus life.

Description:

The Intercollegiate Athletics (ICA) Department conducts a challenging program in 8 sports for men (M) and 11 for women (W): baseball (M), basketball (M/W), cross country (M/W), football (M), golf (M/W), gymnastics (W), soccer (W), softball (W), swimming and diving (M/W), tennis (M/W), track and field (M/W), indoor track and field (W), and volleyball (W). ICA continues its plans to enhance its women's programs. The University is a member of the NCAA, and both the men's and women's programs are conducted under NCAA rules, with opportunities to participate in NCAA championships.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	34,093.9	33,535.4	33,890.1
Federal Funds	123.5	127.2	131.0
Program total	34,217.4	33,662.6	34,021.1
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To improve ICA Academic Programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Student-athletes earning a GPA of 3.0 or higher (percent)	38	37	36	36
Participation by student-athletes in ICA orientation sessions	100	100	100	100
Student-athletes that graduate (percent)	65	57	60	60

◆ **Goal 2** To develop the ICA Financial Plan.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Increase in unrestricted gifting base (percent)	74.4	8.3	.5	.5
Operations budget growth (except for inflation factor or extraordinary circumstances, e.g., participation in bowl games) (percent)	2	2.8	2	3
Stable fund balance (in thousands)	100	900	200	100

◆ **Goal 3** To advance athletic competition.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Collegiate program national standing	12th	18th	Top 15	Top 15

UAA 4.0	Program Summary STUDENT AFFAIRS AND CAMPUS LIFE
Edward Frisch, Asst. V.P., Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S. § 15-1601	

Mission:

To recruit and retain a diverse and talented student body; to assist students in their efforts to achieve access, academic success, and efficient degree completion in conformance with prevailing regulations; to promote student development in a safe environment in which diversity is valued and embedded in daily operations; and to provide opportunities for personal and educational enrichment through the development of student, faculty, staff, and community partnerships.

Description:

This program includes enrollment services and other student related programs and services designed to promote student success by supporting students' personal, intellectual, cultural, and social development outside the context of the formal instructional program. Programming extends to the entire campus community to meet disability needs and to promote a healthy, diverse, engaged and civil community. The activities include: early outreach, admissions, orientation, financial aid, registration, campus recreation and health services, cultural events, student programs/organizations, bookstore, newspaper, housing and food service, academic support, career services, programs designed to promote faculty/student interaction outside the classroom, and programs dedicated to special needs, such as disability related services and the cultural resource centers.

This Program Contains the following Subprograms:

- ▶ **Student Services and Campus Life**
- ▶ **Enrollment Management**
- ▶ **Health and Wellness**

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	14,693.9	13,426.3	14,004.9
Other Non Appropriated Funds	144,796.2	142,424.8	143,930.8
Federal Funds	21,933.9	22,585.5	23,263.1
Program total	181,424.0	178,436.6	181,198.8
FTE Positions	278.2	278.2	293.1

UAA 4.1	Subprogram Summary STUDENT SERVICES AND CAMPUS LIFE
Edward Frisch, Asst. V.P., Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S. § 15-1601	

Mission:

To promote social, ethical, and skill development as part of a planned student life experience by providing opportunities for students to synthesize and apply in class learning through out-of-class co-curricular experiences. To provide experiences that foster students' development in becoming responsible, contributing members of the University and the larger community.

Description:

Programs of the Dean of Students Office, Multicultural Programs and Services, Student Programs, ROTC, Residence Life, the Associated Students, Arizona Student Media, the Bookstore, Career Services, and the Arizona Student Unions promote the personal and career development of students. Opportunities are provided for students to participate in student support and development programs such as service learning, faculty mentoring, student clubs, volunteer community service, and residential education. These programs are designed to include a wide variety of academic and intellectual interests, social, ethical, and other challenges, as well as diverse attitudes, values, and cultures.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,925.1	5,765.2	6,011.4
Other Non Appropriated Funds	66,450.3	65,362.3	66,053.6
Federal Funds	307.0	316.2	325.6
Program total	72,682.4	71,443.7	72,390.6
FTE Positions	105.4	105.4	111.0

◆ **Goal 1** To provide unique environments that enable students from traditionally underrepresented groups to feel a sense of "connection" to the campus community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students using the Cultural Resource Centers	8,300	5000	8,750	5000
Students who indicate involvement with the Cultural Resource Centers has positively impacted their sense of belonging at the University (percent)	90	92	92	95

◆ **Goal 2** To provide leadership development opportunities for a diverse student population.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Programs offered through the Department of Student Programs that provide for participation by all students	925	2,000	2,000	2,100
Students participating in student clubs, organizations, community service, and other activities	12,560	19,000	19,500	20,000
Students who indicate participation in these programs has positively impacted their sense of belonging at the University (percent)	90	95	96	96

UAA 4.2	Subprogram Summary ENROLLMENT MANAGEMENT
Edward Frisch, Asst. V.P., Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S. § 15-1601	

Mission:

To fully integrate undergraduates into the intellectual richness of the University, helping to create an environment that supports and nurtures broad access to higher education.

Description:

Enrollment Services is composed of the units that formulate and implement policies and processes for a coherent group of services dedicated to the recruitment and retention of a diverse and talented student body. These units facilitate and provide direct services toward the scholastic preparation, admission, financial support, registration, academic success, efficient degree completion, and career preparation and placement of students.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,478.2	7,356.8	7,676.2
Other Non Appropriated Funds	66,316.7	65,230.3	65,920.0
Federal Funds	21,512.3	22,151.3	22,815.9
Program total	96,307.2	94,738.4	96,412.1
FTE Positions	167.4	167.4	176.4

◆ **Goal 1** To communicate the necessity for academic preparation for college to middle and high school students.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Middle and high school students engaged in Early Outreach efforts (in 64 public schools)	3,542	3,475	6,000	6,000
University faculty members participating in Early Outreach's various programs	25	30	40	40
Early Outreach high school seniors enrolling as first time, full-time freshmen at the University of Arizona (percent)	78	75	79	79

◆ **Goal 2** To admit a freshman class well-prepared for University work.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Quality of freshman class based on: high school grade point average	3.4	3.4	3.5	3.4
Quality of freshman class based on: SAT scores	115	1,118	1,120	1,130
Quality of freshman class based on: average high school academic units	15.7	16.3	16.1	16.5

◆ **Goal 3** To improve the effectiveness of the student registration system.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
University petitions related to registrations filed per year	346	324	400	400
Change-of-schedule forms processed per year	23,909	27,480	20,000	25,000

UAA 4.3 **Subprogram Summary**
HEALTH AND WELLNESS
 Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S.§ 15-1601

Mission:

To provide the UA community with health and wellness services, recreational opportunities and facilities and an enhanced program of support for students with learning and attention challenges.

Description:

The Health and Wellness Unit is composed of three departments that contribute to the overall mission of the UA and Campus Life. The Campus Health Service is a multi-dimensional unit providing extensive direct medical, psychological, health promotion, integrative as well as public health services in an outpatient environment to the UA Campus community. The Department of Campus Recreation provides programs, facilities and educational opportunities that seek to meet the diverse recreational, fitness and wellness needs of our students and community. The SALT (Strategic Alternative Learning Techniques) Center offers academic tools and psychosocial resources to promote the academic success of students with a history of cognitive impairments and attention challenges.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	290.6	304.3	317.3
Other Non Appropriated Funds	12,029.2	11,832.2	11,957.2
Federal Funds	114.6	118.0	121.6
Program total	12,434.4	12,254.5	12,396.1
FTE Positions	5.4	5.4	5.7

◆ **Goal 1** To secure adequate facilities to support the mission of Health and Wellness.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Completion of the plan for additional outdoor recreation field space to accommodate growing programmatic needs closer to the campus	50	50	50	50
Plan an addition to the Student Recreation Center to Accommodate the increased demand for recreational Space by students, faculty, staff, and the entire University community	50	50	75	75

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students reporting binge drinking in last year (survey done biannually) (percent)	31	33	33	33
Students reporting tobacco use in the last 30 days (percent)	27	26	26	26

◆ **Goal 3** To provide effective campus-based health and wellness services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Students rating health services as acceptable or better (percent)	99	95	95	95
Students rating recreation services as acceptable or better (percent)	95	99	95	95

◆ **Goal 4** To attract and retain more diversified staff and students

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percentage of underrepresented students enrolled in SALT program	7.5	9.0	9.5	9.5

Percentage of underrepresented students utilizing Campus Recreation programs and services	35	38	40	40
Percentage of staff employed by CHS who are members of underrepresented groups	25	25	27	27

UAA 5.0 **Program Summary**
INSTITUTIONAL SERVICES
 Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S.§ 15-1601

Mission:

To provide the University of Arizona with the support services necessary to enable it to effectively and efficiently pursue the institutional mission of teaching, research, and outreach.

Description:

Institutional Services include central executive-level activities concerned with management and long-range planning for the entire University, and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, telecommunications, space management, human resources including employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fund-raising.

This Program Contains the following Subprograms:

- ▶ **President's Area**
- ▶ **Human Resources**
- ▶ **Business Affairs**
- ▶ **Administrative Computing and Telecommunications**

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	62,015.3	68,300.0	73,749.6
Other Non Appropriated Funds	123,638.2	122,741.1	123,666.6
Federal Funds	2,288.3	2,356.3	2,427.0
Program total	187,941.8	193,397.4	199,843.2
FTE Positions	1,240.3	1,240.3	1,306.7

UAA 5.1 **Subprogram Summary**
PRESIDENT'S AREA
 Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S.§ 15-1601

Mission:

To provide overall administrative direction and leadership for the University's instruction, research, outreach, and other functions, including economic development; to maintain and foster close relations with important university constituencies; and to promote private and public support of university goals.

Description:

The President is responsible for generally directing the University's major activities. Other administrative responsibilities of this functional area include: institutional advancement (community relations; local, federal, and state government relations; communications, corporate relations; development), alumni affairs, and legal affairs.

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Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,020.1	4,971.9	5,164.2
Other Non Appropriated Funds	9,226.2	9,202.9	9,171.0
Federal Funds	1,571.4	1,618.1	1,666.6
Program total	15,817.7	15,792.9	16,001.8
FTE Positions	70.6	70.6	74.4

◆ **Goal 1** To enhance community support for the work of the University in the larger community

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Gifts to or for the benefit of the University (projection of cash income in millions of dollars)	TBD	121	120	125
President's meetings with community and business groups	>300	>300	300	300
Explanation: 2003 Includes all national board meetings				
Alumni who rate their overall University experience as good or excellent (percent)	96	96	96	96

UAA 5.2

Subprogram Summary
HUMAN RESOURCES

Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To create partnership with the University of Arizona community, we attract and engage the world-class human capital required to produce world-class results.

Description:

Human Resources provides a full range of employment services that support the research, teaching and services programs of the University of Arizona including: recruitment, compensation planning and development, benefits administration, employee advising, employee and organizational development, performance management, conflict resolution, qualified tuition reduction application administration, and employee assistance.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,531.4	2,325.4	2,424.7
Other Non Appropriated Funds	1,021.3	1,004.6	1,015.2
Federal Funds	0.0	0.0	0.0
Program total	3,552.7	3,330.0	3,439.9
FTE Positions	45.9	45.9	48.4

◆ **Goal 1** To attract and engage a diverse and high quality workforce.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Minority employees in administrative, faculty, professional and classified positions (percent)	27	27	27	27
Number of community job fairs in which Human Resources participates	7	8	9	9

◆ **Goal 2** To achieve an environment and culture that supports all members of the University of Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
UA Life & Work Connections contacts	7,200	7,665	7,000	7,000

per year

Number of employees utilizing the childcare voucher program	203	229	180	180
Number of employees registered for the sick childcare program	275	242	300	300

◆ **Goal 3** To support and develop programs and systems that recognize and reward employees for their contributions.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of formal employee recognition programs on campus	60	61	60	60

◆ **Goal 4** To provide development opportunities for all employees to improve retention and productivity.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of employees who utilize the faculty and staff Qualified Tuition Reduction program to pursue higher education opportunities	2,531	2,246	2,300	2,300
Number of employees participating in professional development programs	1,405	1,450	1,500	1,500
Mean response to the professional development course evaluation question: "On a scale of 1-5 (with 5 being best), how well did this course address its learning objectives?"	4.5	4.4	4.5	4.5

UAA 5.3

Subprogram Summary
BUSINESS AFFAIRS

Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To provide and manage efficiently and effectively the infrastructure services and the related resources that are required to support the University's mission of teaching, research and public service.

Description:

Areas of responsibility include budget preparation, financial accounting reporting, payroll, audit, contract oversight, purchasing of goods and services, printing and publishing, University security, Campus Planning, Facilities Design and Construction, maintenance, repair, utilities, grounds, custodial services, recycling efforts, fleet rental services, access to parking and transportation for employees and students, identification and evaluation of space requirements, and identification and management of risks.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	45,846.6	49,913.3	54,597.6
Other Non Appropriated Funds	95,721.1	95,153.4	95,148.8
Federal Funds	716.9	738.2	760.4
Program total	142,284.6	145,804.9	150,506.8
FTE Positions	1,045.4	1,045.4	1,101.4

◆ **Goal 1** To improve efficiency and effectiveness of operations, maintenance, and repair services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Cost of maintenance and repairs per gross square foot of University facilities (in dollars)	2.65	2.41	2.41	2.41
Heating and cooling expenditures per gross square foot (in dollars)	2.47	2.08	2.14	2.20

◆ **Goal 2** To encourage transportation alternatives as part of the University's efforts to meet the requirements of the local Travel Reduction

Ordinance.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Parking permits sold	21,248	23,537	22,000	22,500
Shuttle usage (in thousands)	445	501	502	510
Carpools	1,700	1,770	1,850	1,900

◆ **Goal 3** To maintain and continually improve business practices and resource management to provide effective support of University instruction, research, and service.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Square footage of leased space (in thousands)	1003.5	1023.2	1106.4	1200
Average days to make a payment to an outside vendor/service provider	17	17	17	17

UAA 5.4 **Subprogram Summary**
 ADMINISTRATIVE COMPUTING AND TELECOMMUNICATIONS
 Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:

To provide information technology solutions and services in support of more effective and efficient university-wide administrative processes, and the telecommunications infrastructure and services needed to support the University.

Description:

The Administrative Computing and Telecommunications subprogram includes the development and operation of the University's major administrative computing systems and respective databases, and the operation of the campus-wide voice and data communications facilities.

(Thousands)

Funding and FTE Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,617.2	11,089.4	11,563.1
Other Non Appropriated Funds	17,669.6	17,380.2	18,331.6
Federal Funds	0.0	0.0	0.0
Program total	26,286.8	28,469.6	29,894.7
FTE Positions	78.4	78.4	82.6

◆ **Goal 1** To build a robust online self-service environment that fosters an electronic community.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of self-service web applications	76	89	95	101

◆ **Goal 2** To provide a backbone for the network that supports full function access and inter-operable connections across the system and to and from external locations, including the ability to easily handle new and high-speed services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Network bandwidth to/from off-campus (Mb) -- (includes all external connectivity)	465	1,400	2,400	2,500



VSA 0.0
Agency Summary
 ARIZONA DEPARTMENT OF VETERANS' SERVICES
 Patrick F. Chorpenning, Director
 Phone: (602) 255-3373
 A.R.S. § 41-601 et seq.

the number of Veterans Benefits Counselors (VBCs) remains unchanged since 1999.

Each VBC saves over \$1 million in Arizona social welfare program costs by accessing federal benefits available to veterans and their eligible dependents. In addition, each VBC averages \$4.8 million in VA claims annually. Allen Maguire, CEO of the Maguire Company and author of Economic Impact of Arizona's Principal Military Operations - May 2002, estimates federal funds entering into the Arizona economy generate between 7% and 12% in tax revenues.

Mission:

To advance the interests of Arizona veterans through advocacy, legislation, service, and community relationships.

Description:

The Arizona Department of Veterans' Services (ADVS) assists veterans, their dependents, and/or survivors in developing and filing claims for federal entitlements in areas of disability, pension, insurance, burial, etc. through the U.S. Department of Veterans Affairs. The ADVS also provides fiduciary services to incapacitated veterans, surviving spouses, or minor children. In addition, the ADVS operates the Arizona State Veteran Home, a 200-bed skilled nursing facility, to provide long-term care services to veterans and their spouses. The ADVS is designated as the "State Approving Agency," and is responsible for approving and supervising all institutions and establishments in Arizona that offer education and training to veterans. The Department operates a state veteran cemetery in Sierra Vista and will be opening a second in the northern part of the state.

Issue 3 *There are not sufficient Veterans Benefits Counselors (VBCs) to serve veterans living in the state. The agency is staffed to serve approximately 3% of the state's total veteran population*

The US Department of Veterans Affairs recommends a minimum of one VBC for every 5000 to 10,000 veterans. Even at the highest counselor to veteran ratio, Arizona needs 56 VBCs to counsel the men and women who honorably served their country. The Department has 18 VBCs at this time and there only 5 other professionally trained, VA-certified counselors in the entire state.

Issue 4 *A national veteran cemetery is located in north Phoenix and a state cemetery was opened last fall in Sierra Vista. ADVS must build additional state cemeteries in Arizona to serve the needs of an aging veteran population.*

ADVS opened the Southern Arizona Veterans Memorial Cemetery for business in December 2002. ADVS applied to the VA for a grant to build a cemetery in the northern part of the state to serve both the American Indian and other veteran populations in that part of the state. To quote the VA in its own strategic plans since 1990, "Annual veteran deaths are increasing and are expected to peak in 2008, creating greater demand for burial benefits..."

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ ADMINISTRATION	1,068.0	981.5	956.7
➤ VETERANS' CONSERVATORSHIP / GUARDIANSHIP	1,035.6	1,134.6	1,076.5
➤ VETERANS' SERVICES	1,071.9	1,078.2	1,045.0
➤ STATE VETERANS' HOMES	11,729.5	12,213.3	11,834.6
➤ STATE VETERANS' CEMETERIES	266.2	260.0	256.2
Agency Total	15,171.2	15,667.6	15,169.0

Issue 5 *Arizona's economy softened after the September 11, 2001 terrorist attacks. The economy is now improving, as demonstrated by the increase in tax collections and by the decline in the state's unemployment rate.*

The Department received approximately 15% of its operating budget from the General Fund in fiscal year 2004. The Department has developed the following financial strategies: seeking alternative revenue streams; expanding self-funded services; and maximizing efficiency of service delivery.

Issue 6 *Veteran population estimates indicate that 49% of all veterans living in the state in the year 2020 will be over 65 years old. The agency participated in the development of Aging 2020 - Arizona's Plan for an Aging Population, which was established by Governor Janet Napolitano's Executive Order 2004-07 and developed strategies described below:*

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,259.8	2,336.3	2,259.0
Other Appropriated Funds	12,319.2	12,890.8	12,469.5
Other Non Appropriated Funds	592.2	440.5	440.5
Federal Funds	0.0	0.0	0.0
Program total	15,171.2	15,667.6	15,169.0
FTE Positions	309.3	310.3	310.3

- Add Veterans Benefits Counselors to allow seniors to access benefits that are due to them.
- Inform providers of available Fiduciary Division services and market that service as a community resource.
- Finalize plans to staff the state Veteran Home to be opened in Tucson.
- Ensure the Fiduciary staff-to-client ratio is within levels acceptable to the Arizona Supreme Court.
- Expand agreements with nursing schools to provide practicum experience in a long-term care setting for its students, resulting in effective recruiting of personnel for the nursing department at each State Veteran Home in the state.
- Provide outreach to and recruit newly discharged military personnel as part of their discharge planning. Work with military bases to match the military occupation of those being discharged with the vacancies available at the State of Arizona.
- Identify on-the-job training and apprenticeship programs that may be suitable for veterans seeking employment with the State. Veterans can work for the State while obtaining Montgomery GI Bill educational benefits.
- Investigate ways to encourage employee retention (such as flexible work schedules and job shares), minimize turnover through management training programs, and assist managers facing increasing work demands with limited human resources.
- Update software to enhance case management capability for the Veterans Services Division.
- Investigate the opportunities of additional facilities in the state to serve its veteran population. Include focus on long-term care needs of veterans and their spouses who have Alzheimer's or other forms of dementia and/or mental illness.
- Plan construction of future Veterans Home facilities based on the Phoenix model.
- Increase collaboration with other entities (such as the Arizona National Guard, Department of Defense, Maricopa Workforce Development, Arizona State

Strategic Issues:

Issue 1 *Arizona veterans requiring skilled nursing care are being underserved and the situation will worsen as the Baby Boomers age. Arizona needs to build 4 additional long-term care facilities (at an average of 180 beds each) in order to serve the current veteran population. The first state veteran home to be built will be on land obtained from the VA Medical Center in Tucson.*

ADVS currently operates a single 200-bed skilled nursing facility in Phoenix. The US Department of Veterans Affairs has recognized Arizona's need for 1068 beds, using a nationwide funding formula. The VA provides grants to states to pay for the construction of state-operated veteran homes. Once operational, the VA pays a per diem for veterans who are residents of the facility.

Issue 2 *Census 2000 documented a 21.3% increase in the number of veterans over the 1990 census, demanding the expansion of various services. Arizona is second only to Florida in percentage of veteran growth, but*

University-Educational Opportunity Center Veterans Upward Bound Program and Educational Opportunity Center, Arizona Department of Economic Security-Veterans Services, and private universities such as Charter Oak and Excelsior) to provide career counseling to veterans.
 •Renew efforts to change existing laws by working with state lawmakers to increase the maximum amount of fees the Fiduciary Division can collect.
 •Expand the adult day health care program (currently available at the Arizona State Veteran Home in Phoenix) to provide respite services and keep veterans in their homes as long as possible.

VSA 1.0 Program Summary
ADMINISTRATION

Gabe Forsberg, Strategic Planner
 Phone: (602) 255-3373
 A.R.S. § 41-601 et. seq.

Mission:

To provide internal agency-wide support by managing ADVS financial, human, and information technology resources. The State Approving Agency's mission is to support veterans reaching their educational goals by using their Montgomery G.I. Bill benefits.

Description:

The Director's office is responsible for management of the entire Agency and is included in the Administration program; which includes financial services, information technology, human resources, legislation, strategic planning, executive communications, media and community relations, special events/ projects, and fund raising functions. The Department has a contract with the U.S. Department of Veterans Affairs to provide educational program approvals administered by the ADVS Office of Veterans' Education (the State Approving Agency is also part of the Administration program).

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	707.3	762.5	737.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	360.7	219.0	219.0
Federal Funds	0.0	0.0	0.0
Program total	1,068.0	981.5	956.7
FTE Positions	31.3	31.3	31.3

◆ **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 by using their Montgomery G.I. Bill benefits.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of performance measurement targets met as it relates to outreach, as specified in the VA contract	Baseline	98	95	95

Explanation: New component to the contract with the VA

Percent of program approvals accepted by the VA	99	100	100	100
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The rating achieved on the State Approving Agency self-evaluation and from the Joint Peer Review Group. (Satisfactory is the highest possible rating.)	Satis.	Satis.	Satis.	Satis.
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◆ **Goal 2** To ensure the availability of appropriated funds to benefit veterans.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
General fund appropriation appropriated per veteran (in dollars)	3.97	4.05	4.19	4.20
Expenditures of federal dollars in Arizona by the U.S. Department of Veterans Affairs (in millions of dollars)	1,313.30	1,431.69	1,339.70	1,353.10

Explanation: VA expenditures are reported as of 9/30 of the previous year.

The number of federal dollars per veteran entering the Arizona economy (expressed as dollars per Veteran per year)	4,416	4,361	4,448	4,537
Total federal dollars (military retiree pay for veterans residing in Arizona, VA expenditures in Arizona, and Veterans Employment Funding in Arizona from the Department of Labor) entering the Arizona economy. (expressed in billions of dollars.)	3.65	2.42	2.47	2.52

Explanation: Total federal funds resulting from the veteran population.

Administration as a percentage of total agency budget	6	10.9	10	10
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◆ **Goal 3** To recruit, develop, and retain a capable and responsible staff dedicated to excellent customer service

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of agency staff turnover (covered positions) as reported by the Arizona Department of Administration	35.00	24.04	35.00	35.00

VSA 2.0 Program Summary
VETERANS' CONSERVATORSHIP / GUARDIANSHIP

Gary Noviello, Assistant Director/State Veterans' Fiduciary
 Phone: (602) 248-1554
 A.R.S. § 14-3203, 14-3301 and 41-605 et. seq.

Mission:

To protect incapacitated veterans from exploitation and improve their quality of life.

Description:

The Fiduciary Division manages a program that serves as guardian, conservator, or representative payee for incompetent veterans, surviving spouses, and their dependent children and as personal representative for the estates of deceased veterans. The program is funded by a combination of general fund appropriations and fees charged to clients for serving as their guardian, conservator, representative payee, or personal representative. Monthly revenues are deposited with the State Treasurer into a conservator fund, which is returned annually to the Agency through the budget appropriation process.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	445.9	457.1	441.6
Other Appropriated Funds	589.7	677.5	634.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,035.6	1,134.6	1,076.5
FTE Positions	21.0	21.0	21.0

◆ **Goal 1** To maximize our clients' quality of life through the delivery of a wide array of professional services.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of annual reports of guardian submitted by the due dates	100	100	100	100
Number of client visits	3,125	3325	3250	3250

◆ **Goal 2** To maintain unrestricted certification from the Arizona Supreme Court.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Certified private fiduciary to client ratio	1:27	1:35	1:25	1:25
Human service specialist to client ratio	1:41	1:44	1:45	1:45

◆ **Goal 3** To capture all client assets, maximize client monetary benefits, invest and expend client funds prudently, and to accurately report such financial activity to the courts in a timely manner.

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Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average monthly active caseload	286	289	310	330
Active caseload at end of fiscal year	281	297	320	340
Average monthly decedent caseload	47	36	30	30
Decedent caseload at end of fiscal year	43	31	30	30

◆ **Goal 5** To increase the aggregate amount of protected clients' assets managed.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Aggregate amount of protected clients' assets at end of fiscal year (in millions)	21.8	23.3	24.5	25.5
Aggregate excess of protected clients' revenues over expenses during the fiscal year ended (in thousands)	587.3	1,231.5	500.0	500.0

VSA 3.0

Program Summary
VETERANS' SERVICES

Arthur W. Brest, Jr., Assistant Director
Phone: (602) 255-4183
A.R.S. § 41-603 et. seq.

Mission:

To secure entitlements for veterans, their dependents, and survivors by continually improving our quality service.

Description:

The Veterans Service Division provides a network of Veterans Benefits Counselors (VBCs) who give information, counsel, and assistance to veterans, their dependents, and survivors in matters pertaining to federal and state benefits earned by honorable service in the armed forces of the United States. There are offices located in Flagstaff, Lake Havasu City, Phoenix, Prescott, Sierra Vista, Tucson, and Yuma. VBCs travel to all 15 Arizona counties, developing and filing claims for federal and state benefits in areas of disability, pension, insurance, burial, education, home loan, social security, and other social services.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	971.9	978.2	945.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	100.0	100.0	100.0
Federal Funds	0.0	0.0	0.0
Program total	1,071.9	1,078.2	1,045.0
FTE Positions	26.0	26.0	26.0

◆ **Goal 1** To increase the VA monetary awards generated by claims and appeals filed by Veterans Benefits Counselors.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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)	86.04	93.39	94.00	98.00

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of customers rating the delivery of services as good to excellent	99	99	95	95

VSA 4.0

Program Summary
STATE VETERANS' HOMES

Virginia Rafferty, Administrator
Phone: (602) 248-1591
A.R.S. § 41-608.01

Mission:

To serve America's heroes by providing compassionate, professional care in a comfortable home-like environment.

Description:

The Arizona State Veteran Home (ASVH) provides integrated health services in order to maximize the quality of life for each resident and to allow residents to function at their highest level. There are 150 beds designated as skilled nursing care and 50 beds for a specialized wandering/dementia unit. Programs are aimed at meeting long-term and short-term health care needs and encouraging wellness through preventive and rehabilitative services offered.

Funding and FTE

Summary:	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	11,729.5	12,213.3	11,834.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	11,729.5	12,213.3	11,834.6
FTE Positions	225.0	225.0	225.0

◆ **Goal 1** To achieve recognition for innovation and excellence in long term care.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
DHS quality rating achieved. (excellent=1, standard=2, or substandard=3)	1	1	1	1
The number of daily participants in the Adult Day Health Care program (40 is the maximum allowed by the license)	11.5	10.7	12	14

◆ **Goal 2** To maintain financial self-sufficiency, operating the facility without the use of Arizona taxpayer funds.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average annual occupancy rate (in percent)	95.00	95.75	95.00	95.00
Annual cost of temporary (registry) staff (in thousands of dollars)	0	0	1.8	1.8
Average cost per patient day (in dollars)	158.45	168.60	175.00	170.00

Explanation: Ancillary and salary costs for ASVH divided by the total census days.

VSA 5.0

Program Summary
STATE VETERANS' CEMETERIES

Luella Emmons, Assistant Deputy Director
Phone: (602) 627-3263
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 VA for a grant to build a cemetery in the northern part of the state and is working on federal legislation at this time to acquire land for use as the northern Arizona cemetery.

Funding and FTE

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	134.7	138.5	134.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	131.5	121.5	121.5
Federal Funds	0.0	0.0	0.0
Program total	266.2	260.0	256.2
FTE Positions	6.0	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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of casketed burials for both veterans and dependents (expressed as vets/dependents)	103/26	115/33	135/40	150/50
Number of columbarium inurnments (expressed as veterans/dependents)	128/32	154/41	180/60	205/80



VTA 0.0	Agency Summary
	VETERINARY MEDICAL EXAMINING BOARD
	Jenna Jones, Executive Director
	Phone: (602) 364-1738
	A.R.S. § 32-2201

Mission:

To protect the health, safety, and welfare of Arizona citizens as well as the welfare of animals by the regulation of veterinarians, veterinary technicians, veterinary premises, and animal crematories.

Description:

The Board consists of nine members appointed by the Governor for five-year terms. The Board is responsible for licensing veterinarians, certifying veterinary technicians, registering veterinary medical premises, and licensing animal crematories. The Board administers examinations for veterinarians and veterinary technicians, inspects all fixed locations for veterinary medical premises and animal crematories, investigates complaints and violations, and takes appropriate regulatory disciplinary action to ensure the public's protection.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	384.2	415.9	401.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	384.2	415.9	401.6
FTE Positions	5.5	5.5	5.5

Strategic Issues:

Issue 1 Information Technology

The Agency plans to continue to investigate and move towards conversion from the current database, Paradox, to a more current and user-friendly database. With this update we would be able to tie our website to it to allow the public quick access to license verification and disciplinary actions. To date the funding has been unavailable to move forward with this project. It is the goal to eliminate charges for shared office space charged by SBO and therefore allow for funding of this project.

Issue 2 Replace outdated computer equipment in order to be compatible with new software.

The Agency plans to replace computer equipment, and add software where needed so that Agency personnel will be able to access the new database program. Again, to this point the funding has not been available to make this possible. The goal is to accomplish this in FY2008.

Issue 3 Access to public information via web site.

The Agency plans to make information available to the public on its web site. Resources will be requested to accomplish this goal in FY 2006 or FY2007, depending on funding and the completion a new database.

Goal 1 To license veterinarians, veterinary technicians, and premises in accordance with mandated timeframes.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average number of calendar days from receipt to granting of license	60	60	60	60
Veterinary applications processed	136	187	125	125
Veterinary technicians certified	58	102	70	70
Administration as a % of total cost	3	3	3	3
Total number of premise renewals	2	542	0	535

Total number of veterinarians licensed annually, including renewals	1,636	1,645	1,580	1,600
Total number of veterinary renewals	2	1368	0	1400
Total number of technician renewals	3	450	0	500
Total certified technicians	535	583	625	650

Goal 2 To rapidly investigate complaints and provide enforcement to protect the public from incompetent service and unprofessional and unethical conduct.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of complaints docketed	127	79	125	125
Number of complaints resolved	123	75	125	120
Disciplinary actions	82	43	70	70
Average number of calendar days from receipt of complaint to resolution	90	90	90	75
Number of annual investigations conducted	123	158	120	120
Number of investigations resulting in enforcement action	41	47	50	50

Goal 3 To ensure that licenses are granted to competent professionals with high standards of professional and ethical conduct.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of Disciplinary actions	3.1	2.6	3	3
Percent of customers responding excellent or good on customer satisfaction survey	92	92	90	90

Goal 4 To develop rules and to license pet crematory facilities.



WCA 0.0

Agency Summary
DEPARTMENT OF WATER RESOURCES

Herb R. Guenther, Director
Phone: (602) 417-2410
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, flood management, implementing surface water laws, surveying water resources statewide, and assessing water quality in conjunction with the Department of Environmental Quality.

Agency Summary:

	(\$ Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ AGENCY SUPPORT	5,604.5	7,973.0	7,058.2
➤ WATER RESOURCES AND STATEWIDE PLANNING	54,311.1	52,428.3	54,026.2
➤ DAM SAFETY AND FLOOD WARNING	1,240.3	2,261.8	2,191.6
Agency Total	61,155.9	62,663.1	63,276.0

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	14,142.5	18,796.6	18,796.6
Other Appropriated Funds	0.0	0.0	2,000.0
Other Non Appropriated Funds	46,478.7	43,093.1	42,097.9
Federal Funds	534.7	773.4	381.5
Program total	61,155.9	62,663.1	63,276.0
FTE Positions	206.6	244.3	260.3

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) 417-2410
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.

The Agency had an interagency service agreement (ISA) with the Arizona Department of Administration for part of FYs 2002 and 2003 to provide space and administrative support for Arizona Government University (AzGU). AzGU's mission statement is "To create a workforce development program that delivers critical competencies and skill sets to enable employees to develop professionally and deliver cost efficient, customer focused, state government services." AzGU's funding is included in the Agency's budget to the extent of their ISA's with other state agencies shown in the "Other Non Appropriated Funds" section. FYs 2002 and 2003 actual expenditures were \$282.2 thousand and \$387.3 thousand, respectively. FTE positions for FYs 2002 and 2003 were 3.0 and 2.6, respectively.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	3,998.4	5,547.9	5,547.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,606.1	2,425.1	1,510.3
Federal Funds	0.0	0.0	0.0
Program total	5,604.5	7,973.0	7,058.2
FTE Positions	27.7	36.0	36.0

◆ **Goal 1** To provide timely, accurate and courteous ancillary management services to all customers.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Percent of managers and supervisors indicating satisfaction with the services provided

◆ **Goal 5** To provide employees with direction in recruitment, training, grievance avoidance, grievance corrective action and employee relations counseling.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Percent of employees indicating satisfaction with the services provided

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Percent of users satisfied with Relational Database Management System client-server applications

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Percent of time servers are available during normal business hours

Average number of minutes per month that customers cannot access data because the system is not functioning properly

Computer systems developed/maintained

WCA 2.0 **Program Summary**
 WATER RESOURCES AND STATEWIDE PLANNING
 Herb R. Guenther, Director
 Phone: (602) 417-2410
 A.R.S. Title 45

Mission:

To ensure a long-term, safe, sufficient and secure water supply for the State; to develop public policies which promote the efficient use and equitable distribution of water in an environmentally and economically sound manner.

Description:

This program is responsible for managing all surface water rights and groundwater rights. Included in this program are the development and implementation of water management plans and regulation of water use, collection of data necessary for management of the water supply, and support in the adjudication of water rights. Representation of the State on interstate water issues and provision of technical assistance to water users in the State are important program functions.

This Program Contains the following Subprograms:

- ▶ **Groundwater Management**
- ▶ **Surface Water Administration and Adjudication**
- ▶ **Colorado River Management**
- ▶ **Statewide Planning**
- ▶ **Hydrology**

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	9,345.4	12,136.1	12,136.1
Other Appropriated Funds	0.0	0.0	2,000.0
Other Non Appropriated Funds	44,582.1	39,808.0	39,727.6
Federal Funds	383.6	484.2	162.5
Program total	54,311.1	52,428.3	54,026.2
FTE Positions	168.9	193.7	209.7

WCA 2.1 **Subprogram Summary**
 GROUNDWATER MANAGEMENT

Sandy Fabritz-Whitney, Assistant Director

Phone: (602) 417-2440

A.R.S. § 45-104, 45-401 et. seq.

Mission:

To achieve a long-term balance of water supply and demand on behalf of the citizens of Arizona by comprehensively managing, preserving and enhancing the groundwater supplies of the State.

Description:

This subprogram is responsible for development and implementation of groundwater management plans, regulations and grant programs designed to reduce groundwater use to meet the goals of the Active Management Areas (AMAs). This subprogram includes the management of groundwater rights, well drillers, well construction and registries, and the measurement and monitoring of groundwater use and supplies throughout the State.

Funding and FTE

(Thousands)

Summary:	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	4,966.1	5,554.1	5,554.1
Other Appropriated Funds	0.0	0.0	2,000.0
Other Non Appropriated Funds	6,278.4	2,651.9	2,636.2
Federal Funds	36.5	484.2	162.5
Program total	11,281.0	8,690.2	10,352.8
FTE Positions	101.5	110.9	126.9

◆ **Goal 1** To promote water conservation, groundwater recharge and the use of renewable resources in a fair and equitable manner, and to prevent unauthorized uses by developing groundwater rules and management plans in conjunction with stakeholders to make progress toward the goals of the Active Management Areas (AMAs).

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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 2** To maintain a complete and accurate record of groundwater rights and uses in AMAs, irrigation non-expansion areas (INAs) and a registry of wells statewide.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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

WCA 2.2 Subprogram Summary
SURFACE WATER ADMINISTRATION AND ADJUDICATION
 Herb Guenther, Director
 Phone: (602) 417-2410
 A.R.S. § 45-104, 45-151 et. seq.

Mission:

To ensure a long-term, sufficient and secure water supply for the State by promoting, allocating and comprehensively managing in an environmentally and economically sound manner the rights and interests of the state's surface water resources for the citizens of Arizona.

Description:

This subprogram is responsible for issuing permits for the right to use surface water (excluding the Colorado River). The subprogram also maintains accurate water rights registries, and records of hydrologic conditions to aid in effective management and planning of the state's surface water supplies. This subprogram also provides technical and administrative support to the Arizona courts presiding over the general adjudication of water rights in Arizona. Due to budgetary restraints this subprogram was eliminated for FY 2003 and subsequent years. Statutorily mandated activities were transferred to other subprograms.

Funding and FTE

Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	209.9	134.2	134.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	41.5	41.8	41.8
Federal Funds	0.0	0.0	0.0
Program total	251.4	176.0	176.0
FTE Positions	3.8	3.0	3.0

◆ **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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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) 417-2442
 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 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	483.9	432.6	432.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	200.0	200.0
Federal Funds	0.0	0.0	0.0
Program total	483.9	632.6	632.6
FTE Positions	5.6	5.0	5.0

◆ **Goal 1** To effectively target and expend resources to earn credits that will enable the program to carry out the goals set forth in the Authority's enabling legislation.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of funds expended	90	90	90	90

◆ **Goal 2** To recharge Arizona's unused Colorado River water entitlement as funding and facilities permit.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of unused entitlement recharged	95	95	95	95

◆ **Goal 3** To analyze and recommend to the Department of the Interior (DOI) the allocation and provisions for contracting of Colorado River water and Central Arizona Project (CAP) water.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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 4** To protect the interest of Arizona Colorado River water users by advocating policies that promote maximum short-term and long-term beneficial use of Colorado River supplies.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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
STATEWIDE PLANNING

Tom Carr, Assistant Director
Phone: (602) 417-2440
A.R.S. § 45-104, 45-105

Mission:

To propose water management strategies to preserve and enhance water supplies of the State in an environmentally and economically sound manner on behalf of, and in partnership with, the citizens of Arizona.

Description:

This subprogram includes data collection and analysis to describe water supply and demand conditions throughout Arizona. Planning investigations performed in this subprogram lead to actions to develop, protect and preserve the water supplies for the State.

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	813.5	2,673.8	2,673.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	38,230.4	36,849.6	36,849.6
Federal Funds	34.2	0.0	0.0
Program total	39,078.1	39,523.4	39,523.4
FTE Positions	15.9	25.1	25.1

◆ **Goal 1** To support Authority members by providing accurate, timely information on credits earned and available, Water Bank activity, amounts of water recharged, available funds and other matters that affect operation of the Water Bank.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of authority members expressing satisfaction with staff activity	100	100	100	100

◆ **Goal 2** To target and expend Water Protection Funds to protect and preserve the flow and quality of water in the streams of Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
New projects funded and contracts written	25	25	25	25
Grants that achieve the stated objectives of the Water Protection Fund Commission	100	100	100	100
Miles of stream benefited by capital improvements	60	60	60	60
Community-based plans developed	4	4	4	4
Research projects funded	4	4	4	4
Ongoing contracts monitored through site visits	25	25	25	25
Water Protection Fund grants available in a timely manner	90	90	90	90

◆ **Goal 3** To assess and report information on statewide water resource demands and supplies.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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 4** To develop strategies that address water resource issues statewide.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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
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◆ **Goal 5** To manage contaminated water at groundwater contamination sites in Arizona.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Permit applications reviewed	1,000	1,000	1,000	1,000
Draft and final well inspection rule packages submitted	0	0	0	0

WCA 2.5

Subprogram Summary
HYDROLOGY

Frank Putman, Assistant Director
Phone: (602) 417-2410
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.

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	2,872.0	3,341.4	3,341.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	31.8	64.7	0.0
Federal Funds	312.9	0.0	0.0
Program total	3,216.7	3,406.1	3,341.4
FTE Positions	42.1	49.7	49.7

◆ **Goal 1** To ensure that the Agency and the general public have access to the most accurate and current water resources information available.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Hydrologic Map Series data and modeling reports generated with accurate and timely dissemination	8	8	8	8

◆ **Goal 2** To conduct special investigations of critical groundwater areas to ensure that management decisions have a sound technical justification.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Permits reviewed and issued for assured and adequate water supply within statutory deadlines	250	250	250	250

◆ **Goal 3** To develop spatial database systems and applications capable of collecting, organizing, maintaining and displaying the data required to meet the needs of the Agency and its constituents

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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

Darrell Jordan, Manager

Phone: (602) 417-2445

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

(Thousands)

Summary:

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	798.7	1,112.6	1,112.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	290.5	860.0	860.0
Federal Funds	151.1	289.2	219.0
Program total	1,240.3	2,261.8	2,191.6
FTE Positions	10.0	14.6	14.6

◆ **Goal 1** To promote appropriate management of floodplains by evaluating the compliance of the 105 subscribing communities with NFIP and State statutes at least once every five years and by providing technical assistance as requested.

◆ **Goal 2** To design and construct a statewide high-speed data collection and dissemination network.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Number of dams classified in a non-emergency unsafe condition	13	13	13	13
Number of dams within jurisdiction	262	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 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 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
 J. Art Macias, Jr., Director
 Phone: (623) 463-9935
 A.R.S. § 41-2051

WMA 1.0
Program Summary
 GENERAL SERVICES
 Art Macias, Jr., Director
 Phone: (623) 463-9935
 A.R.S. § 41-2051 et. seq.

Mission:

To ensure equity and accuracy and the effective communication of weight and measurement standards, and to promote clean air through regulation of petroleum products and dispensing systems within the Arizona marketplace.

Description:

The Department of Weights and Measures ensures that commercial devices used for the sale or use of items by weight or measure are correct and accurate for their intended use; houses and maintains the state's primary standards; prevents unfair dealing by weight or measure in commodities sold and purchased in this state; ensures proper labeling of products sold by weight or measure; ensures pricing of all commodities is in conformance with state law and rules; and licenses weighmasters and registered service agencies and their employees who are responsible for weight certification and calibration of devices in the marketplace. The Department also regulates two petroleum-related environmental programs: Oxygenated Fuel and Vapor Recovery. The major stakeholders of the Agency are all people who buy, sell, service, or receive items, commodities, or services by weight, measure, or count within Arizona.

Agency Summary:

(\$ Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
➤ GENERAL SERVICES	1,451.0	1,640.5	1,640.5
➤ AIR QUALITY OXYGENATED FUEL	784.4	807.6	807.6
➤ VAPOR RECOVERY	481.8	516.7	516.7
Agency Total	2,717.2	2,964.8	2,964.8

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,451.0	1,573.4	1,573.4
Other Appropriated Funds	1,266.2	1,391.4	1,391.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	2,717.2	2,964.8	2,964.8
FTE Positions	36.9	38.4	38.4

Strategic Issues:

Issue 1 Increased number of retail sites and products is growing faster than the compliance program.

As the state continues to expand in both population and retail sites/products, the number of Department inspectors needs to be addressed to maintain a regulatory presence. The Department has implemented a change from program orientation to a district system for its inspectors. In addition, the Department has or will be implementing several measures to increase inspection productivity: (1) continued automation of paperwork, (2) implementation of an enhanced RSA program to reduce follow-up inspections, (3) initiating a strong corporate education program, and (4) increasing public awareness, resulting in increased voluntary compliance. Though these innovations will result in increased inspections, they are not enough to keep up with the growth of inspections sites and products. Therefore, additional inspectors may be necessary to maintain a regulatory presence.

Mission:

To ensure through systematic licensing, compliance and prompt regulatory actions that both buyer and seller receive and sell a fair weight or measure within Arizona; certify testing standards and equipment and house the state's primary standards; and provide customer service and public information to all stakeholders.

Description:

The program's responsibility is to ensure that weighing and measuring devices are correct and accurate for their intended use; to prevent unfair dealing by weight or measure in commodities sold and purchased in this state; to provide standards and uniformity for weighing and measuring equipment; to ensure that petroleum products sold are properly represented through sampling and testing procedures; to ensure that retailers represent their prices accurately and appropriately; to ensure that all testing standards used by registered service agencies as well as those requested to be calibrated by industry meet national requirements; to ensure that all licenses are processed within required timeframes and that licensees adhere to required laws and rules; and to ensure that all stakeholders receive pertinent information relative to weights and measures programs and receive quality customer service.

Funding and FTE Summary:

(Thousands)

	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	1,451.0	1,573.4	1,573.4
Other Appropriated Funds	0.0	67.1	67.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	1,451.0	1,640.5	1,640.5
FTE Positions	23.4	24.9	24.9

◆ **Goal 1** To meet targeted compliance rates for all major inspection programs.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of small scales in compliance.	95	94	95	96
Percent of large scales in compliance.	89	79	80	80
Percent of liquid measure nonLPG's in compliance.	100	100	100	100
Percent of liquid measure LPG in compliance.	92	86	87	88
Percent of dispensing devices in compliance.	91	91	92	93
Percent of taxi's in compliance.	86	85	86	87
Percent of packages in compliance.	92	95	96	97
Percent of UPC (price scanning) devices in compliance	56	55	55	56

◆ **Goal 2** To license all retailers who use commercial weighing devices; weighmasters who certify weight; and companies who install, service, or test weighing and measuring devices.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Average number of days to process applications.	5	5	5	5

◆ **Goal 3** To control administration as a percent of total cost.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
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Administration cost as percent of total cost. 9.7 9.3 9.2 9.1

WMA 2.0
Program Summary
AIR QUALITY OXYGENATED FUEL
 Dennis Ehrhart, Assistant Director
 Phone: (623) 463-9937
 A.R.S. § 41-2065.(A)(14)(15), (D), (E), 41-2082, and 2121

Mission:
 To ensure that gasoline and diesel products sold to and used by consumers are in accordance with national and state adopted standards.

Description:
 The program's responsibility is to protect the environment and the consumer by sampling and testing gasoline and diesel fuel quality and taking appropriate regulatory action. The program is also responsible for the enforcement of the Arizona Cleaner Burning Gasoline (AzCBG) program which involves the registration and regulation of the registered suppliers, blenders, and transporters of AzCBG.

(Thousands)

Funding and FTE Summary:			
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	784.4	807.6	807.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	784.4	807.6	807.6
FTE Positions	6.0	6.0	6.0

◆ **Goal 1** To monitor quality of gas and diesel products through the collection and analysis of fuel samples.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of non-CBG's in compliance.	100	100	100	100
Percent of Arizona Clean Burning Gasoline (AzCBG's) in compliance	100.0	100.0	100.0	100.0

◆ **Goal 2** To register all suppliers of AzCBG and maintain 100% compliance in reporting.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Registered suppliers.	40	42	42	42

WMA 3.0
Program Summary
VAPOR RECOVERY
 Dennis Ehrhart, Assistant Director
 Phone: (623) 463-9937
 A.R.S. § 41-2065(A)(4), 41-2131 to 41-2134

Mission:
 To proficiently manage Arizona's mandated vapor recovery program as required by statutes and rules enacted to comply with the Environmental Protection Agency (EPA) Clean Air Act.

Description:
 The program's responsibility is to ensure that vapor recovery systems are installed in all required motor gasoline dispensing facilities and that installations are in compliance with state and EPA requirements. Vapor Recovery funding, FTE and performance measures are now included as part of the Air Quality Fund and not as a separate program.

(Thousands)

Funding and FTE Summary:			
	FY 2005 Actual	FY 2006 Est	FY 2007 Est
General Funds	0.0	0.0	0.0
Other Appropriated Funds	481.8	516.7	516.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	481.8	516.7	516.7
FTE Positions	7.5	7.5	7.5

◆ **Goal 1** To ensure that facilities install vapor recovery systems meeting equipment and performance requirements.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of preburial tests in compliance.	100	100	100	100
Percent of new facilities in compliance with vapor recovery standards	76	75	77	78

◆ **Goal 2** To ensure existing vapor recovery facilities comply with operation and maintenance standards.

Performance Measures:	FY 2004 Actual	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
Percent of facilities inspected annually that are in compliance	90	90	82	90
Percent of facilities reporting and correcting deficiencies.	70	75	75	75





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 as part of the agency budget request, that will allow a partially funded program to operate for a full year.

appropriated fund The Legislatively mandated segregation of funds. It is used and monitored by the *General Accounting Office* as a separate self-balancing set of accounts.

Arizona Administrative Code State agency rules of practice setting forth the nature and requirements of all formal procedures available to the public.

Arizona Financial Information System (AFIS) The State-wide accounting system maintained by the Department of Administration.

AHCCCS The Arizona Health Care Cost Containment System – the State’s Medicaid program – designed to deliver quality managed health care to qualifying individuals

Arizona Revised Statutes (A.R.S.) The laws governing the State of Arizona.

base budget An adjusted budget base that reflects the current year appropriation, amended to include changes for *standard operating adjustments*.

below-the-line items Specific expenditure/budgetary accounts that have been singled out through the appropriation process to provide high visibility of expenditure. Also known as *special line items*.

biennial budgeting A process that estimates revenues and expenditures for a two-year period.

block grant Allocations of federal money to a state or its subdivisions in accordance with a distribution formula prescribed by law or administrative regulation, for activities of a continuing nature within a restricted subject area (e.g., social services, maternal and child health, and child-care).

budget A financial plan that estimates the revenues and expenditures for a given period of time. (SEE ALSO: *capital outlay* and *operating budget*.)

budget program Functions and activities of a *budget unit* or within a budget unit that are pre-planned to fulfill a distinct *mission*.

Budget Reform Legislation Refers to the provisions contained in Laws 1993, Chapter 252; Laws 1994, Chapter 218; Laws 1995, Chapter 283; Laws 1996, Chapter 339; Laws 1997, Chapter 210, and Laws 2002, Chapter 210.

budget unit A department, commission, board, institution or other State organization receiving, expending, disbursing or incurring obligations against State funds.

capital outlay Expenditures for upkeep, preservation, development, improvement or acquisition of lands, buildings or certain associated equipment.

Capital Outlay Stabilization Fund (COSF) A fund into which rent monies collected from agencies occupying

¹ Italicized terms are defined in this Glossary.

State-owned rental space are deposited. The monies partially offset building operating and maintenance costs.

categorical eligibility Automatic eligibility for certain federal-State matched public assistance programs, based on criteria established in federal law. Admission to a program (e.g., Medicaid) is mandatory to certain groups of beneficiaries who meet the legal criteria for eligibility to the specified program.

categorical programs A broad category of joint federal-State public assistance programs that provide financial assistance to individuals or that may subsidize a particular activity (e.g., Medicaid pays for medical services on behalf of certain groups of low-income persons).

certificate of participation (COP) A financing tool used by the State for the acquisition and construction of State facilities.

classification salary adjustment (CSA) The review of positions within a specific class to determine whether a change in class or salary is warranted. A CSA is conducted by the Personnel Division of the Department of Administration.

comptroller object code A four-digit code used within the State-wide accounting system to identify the detailed revenue or expenditure account affected by a transaction; the lowest level in the object structure.

continuing appropriation An appropriation that is automatically renewed without further Legislative action, period after period, until altered or revoked or liquidated by expenditure.

cost center The allocation of resources by functional area within an agency.

current services budget A financial plan that incorporates the *base budget* needs of an agency and the addition of funding to support demographic growth in client caseloads and workload functions.

decision package Category of a funding request made by State agencies. Decision package requests address funding needs associated with statutory funding formulas, entitlement caseload growth, and new statutory mandates not previously funded.

detail fund A fund designation used in the State-wide accounting system to segregate agency-specific activity. The balance of an *appropriated fund* is comprised of the sum of all of its detail funds.

Disproportionate Share Hospital A hospital that serves a disproportionate share of low-income and Medicaid patients, thereby qualifying for federal aid pursuant to Section 1923 of the Social Security Act. The federal basis for payments is either a reflection of a hospital's number of Title XIX in-patient days or a "low-income" utilization rate. States may also establish optional payment categories. Ari-

zona has established optional groups that include county, State and private hospitals.

efficiency A *performance measure* that reflects productivity or the cost of providing a good or service.

Employee-Related Expenditures (ERE) The State's contribution to an employee's benefit package. ERE include FICA; retirement; Worker's Compensation; health, dental, and life insurance; unemployment insurance; Personnel Division charges; Government Information Technology Agency charges; and uniforms for certain classes of employees.

entitlement programs A broad category of categorical public assistance programs that provide services (e.g., cash assistance, medical services, etc.) to certain population groups (e.g., low-income families with minor children). Admission is often mandatory for qualified individuals who meet the legal eligibility criteria (e.g., individuals who are low-income and aged, blind or disabled), hence the reference "entitlement."

Equipment In the operating budget, a specific item of expenditure divided into capitalized equipment (purchased for \$5,000 or more) and non-capitalized equipment (usually between \$300 and \$4,999).

ERE rate The quotient of *Employee-Related Expenditures* and *Personal Services* expressed as a percentage.

expansion populations Persons who have annual incomes of not more than 100% of the *Federal Poverty Level* and that qualify for AHCCCS benefits due to the expansion of eligibility as a result of Proposition 204.

Executive Issue An adjustment to the prior-year appropriation to change the scope of current programs or service levels.

Expenditures See *Actual expenditures*.

federal budget neutrality A concept intended to ensure that a waiver cannot be expected to cost the federal government more than it would have cost without the waiver. Arizona is subject to "federal budget neutrality" as part of its 100% of FPL waiver. The waiver is for a five-and-a-half-year period that began on April 1, 2001, and expires September 30, 2006.

federal funds Amounts collected and made available to the State by the federal government, usually in the form of categorical or block grants and entitlements.

Federal Insurance Contribution Act (FICA) Requires employees and employers to make matching contributions into the Social Security fund.

Federal Poverty Level Refers to the poverty guidelines, in relation to income standards, as updated annually in the

FEDERAL REGISTER by the U.S. Department of Health and Human Services.

Federal Waiver Program Experimental, pilot or demonstration projects that, in the judgment of the Secretary of the U.S. Department of Health and Human Services, are likely to assist in promoting the objectives of the Medicaid Statute. Projects approved under this authority are referred to as “waiver” programs.

fiscal year The State’s yearly accounting period beginning July 1 and ending June 30. (The federal fiscal year begins October 1 and ends September 30.)

FPL SEE *Federal Poverty Level*

full-time equivalent (FTE) position A position budgeted at 2,080 hours per year.

fund An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities, which are segregated for the purpose of carrying on specific activities in accordance with limitations, restrictions or regulations.

fund balance The excess of the assets of a fund over its liabilities and reserves.

General Accounting Office (GAO) A division of the Department of Administration that provides diverse State-wide financial services and ensures compliance with related *statutes* and rules.

General Fund The primary State account into which monies are collected for the general purposes of government. The primary sources of revenues for the General Fund include sales taxes, income taxes and property taxes. The General Fund is also the major expenditure source from which agencies make payments for specified purposes.

grant anticipation note (GAN) A federal finance tool involving bonding that can be issued by the State Transportation Board. The issuance of a GAN allows the State to fund and accelerate highway construction projects with anticipated federal monies.

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 Legislative Budget Committee (JLBC) A Legislative committee consisting of the following 16 members of the Legislature: Majority Leaders of both the House and Senate; Chairs of both the House and Senate Appropriations Committees; Chair of the Senate Finance Committee; Chair of the House Ways and Means Committee; five members of the House Appropriations Committee; and five mem-

bers of the Senate Appropriations Committee. The JLBC meets as often as is necessary to transact business related to fiscal management of the State’s resources.

Joint Legislative Budget Committee Staff The Legislative counterpart to the Governor’s *Office of Strategic Planning and Budgeting (OSP)*. The Joint Legislative Budget Committee staff is often referred to as the JLBC but should not be confused with the Legislative committee of the same name. The JLBC Staff prepares an analysis of the Executive Budget as soon as it is presented to the Legislature. The analysis includes the JLBC Staff’s recommendations for revisions in expenditures.

Joint Committee on Capital Review (JCCR) Created by Laws 1986, Chapter 85, to establish the Building Renewal Formula, approve the creation of Building Systems, and review the State Capital Improvement Plan. The JCCR is also responsible for reviewing all construction projects before commencement of the project. The JCCR consists of the following 14 members of the Legislature: Chairs of the House and Senate Appropriations Committees, majority and minority leaders from the House and Senate, four members of the House Appropriations Committee, and four members of the Senate Appropriations Committee.

Joint Substance Abuse Treatment Program (JSAT) Also known as “Arizona Families First,” JSAT is a substance abuse program jointly administered by the Department of Economic Security and the Department of Health Services. The program pays for services to parents, guardians or custodians whose substance abuse is a significant barrier to preserving the family. Services can also be provided to federal TANF Block Grant recipients whose substance abuse is a significant barrier to obtaining or maintaining employment.

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 a *continuing appropriation*, an appropriation is made for a certain period of time, generally one year. At the end of this period (including an administrative adjustment period), unexpended or unencumbered balances revert to the fund from which the appropriation was made. Also known as a “reverting appropriation.”

line item appropriation A method of appropriation that separates the budget into specific objects of expenditure.

The specific items include *Personal Services*, *ERE*, Professional and Outside Services, In-State Travel, Out-of-State Travel, Food, *Other Operating Expenditures*, and *Equipment*.

lump-sum appropriation An appropriation made for a stated purpose, or for a named department, without specifying further the amounts that may be spent for specific activities or for particular objects of expenditure.

MASTER LIST The MASTER LIST OF STATE GOVERNMENT PROGRAMS. *Budget reform legislation* requires *OSPB* to publish a list of programs run by or overseen by State government. Laws 2002, Chapter 210 slightly changed the format of the MASTER LIST and designated this annual submittal as the operational plan for State agencies and conformed to the budget cycles. Required information for each agency, program and subprogram includes the agency description, *mission* statement, strategic issues, and financial and *FTE* position information, as well as the description, mission statements, goals, and performance measures for all programs and subprograms. *OSPB* still publishes the hard copy report biennially.

means-tested program Eligibility to a public assistance program restricted by an applicant's income or other resources specified by law. Resources include bank accounts and similar liquid assets as well as real estate, automobiles and other personal property whose value exceeds specified financial limits.

mission A brief, comprehensive statement of purpose of an agency, program, or subprogram.

modified lump-sum appropriation A method of appropriation in which *Personal Services*, *Employee-Related Expenditures*, *All Other Operating Expenditures* and *below-the-line items* are specified in the appropriations bill.

modified standard adjustment The difference, as calculated by the agency, between the actual *Personal Services* base and the amount allocated for *Personal Services* by the agency in its expenditure plan. Any amount identified as a modified standard adjustment must be explained by the agency requesting the adjustment.

non-appropriated funds Generally, funds set up as Enterprise or revolving funds. These funds are considered statutorily appropriated and are not subject to the annual or biennial appropriation process.

non-lapsing appropriation An appropriation that does not revert to the fund from which it was appropriated at the end of the *fiscal year*, as provided by law. (SEE *continuing appropriation*.)

object code Refers to the accounting code structure of the ARIZONA ACCOUNTING MANUAL.

objectives Specific and measurable targets for accomplishing goals.

Office of Strategic Planning and Budgeting (OSPB) A State agency charged with preparing the Governor's budget guidelines and the Executive Budget recommendation for review by the Governor. The Office also facilitates a strategic planning process for State government and is responsible for implementing many of the provisions of *budget reform legislation*. The *OSPB* staff is the Executive counterpart to the *JLBC Staff*.

one-time adjustments Budget adjustments that must be made because of a one-time circumstance that is not continued through the next *fiscal year*. The end of a project would bring about a one-time decrease the following year.

operating budget A plan of all proposed expenditures other than capital expenditures (SEE *capital outlay*). An operating budget is composed of various objects of expenditure, such as *Personal Services*, *ERE*, In-State Travel, etc.

operational plan A practical action-oriented guide that directs goal-setting to achieve meaningful results with the existing resources through the shorter budget cycle period. The operational plan should provide incremental steps towards achieving the strategic long-range plan. SEE ALSO: MASTER LIST OF STATE GOVERNMENT PROGRAMS.

Other Appropriated Funds All amounts, excluding *General Fund* amounts, appropriated by the Legislature for predetermined uses. These are also called Special Revenue Funds, revolving funds, etc.

Other Operating Expenditures According to the ARIZONA ACCOUNTING MANUAL, everything using a comptroller object code of 7000. This refers to operating expenditures necessary to operate a budget unit, e.g., office supplies, utilities, communication, etc.

outcome A *performance measure* that reflects the actual results achieved, as well as the impact or benefit, of a program.

output A performance measure that focuses on the level of activity in a particular program or subprogram.

per diem travel Cost of meals and incidentals reimbursed to employees and board or commission members.

per diem compensation Compensation paid to board or commission members for their work. Compensation per diem is a daily rate set statutorily.

performance accountability A means of judging policies and programs by measuring their progress toward achieving agreed-on *performance targets*. Performance accountability systems are composed of three components: defining performance measures (including outcomes), measuring performance and reporting results.

performance measures Used to measure results and ensure accountability. (SEE ALSO: *input, output, efficiency, outcome, and quality.*)

performance targets Quantifiable estimates of results expected for a given period of time.

Personal Services Line item of expenditure for salaries and wages paid to employees, elected officials and board or commission members. Payments for leave categories, overtime and other miscellaneous earnings are also recorded in this line item.

privately owned vehicle (POV) Those miles to be used in calculating reimbursement of staff for use of private vehicles on State business.

privatization The opening of government markets allowing for equitable competition between the private and public sectors for the privilege of delivering services to the public.

program budgeting A budget system that focuses on program *missions*, program achievements, and program cost effectiveness. Pursuant to *statute*, the program structure for program budgeting is governed by THE MASTER LIST OF STATE GOVERNMENT PROGRAMS structure. Program budgeting is linked to planning and accountability through alignment of the structures and merging of the planning and budget information. The statutory deadline for completion of the phase-in for all State agencies is State *fiscal year 2006*.

program enhancement An upward revision in the funding level of a specific program in order to enhance the level of services being provided by that program.

program structure An orderly, logical arrangement of an organization's programs and subprograms. This structure provides the framework for planning, budgeting and strategic program authorization review.

Proposition 204 Medical Program A voter-approved AHCCCS program that expands eligibility to include individuals whose annual incomes are at or below 100% of the *Federal Poverty Level (FPL)*. The program is funded through monies received by the State from the tobacco litigation settlement.

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 individual employee or agency acting on behalf of the State of Arizona.

Strategic Program Authorization Review (SPAR) A formal review of selected State government programs, subprograms or crosscutting functions. The SPARs determine if programs are retained, eliminated or modified.

special line items See *below-the-line items*.

standard adjustments Changes that must be made to the current year's appropriation to arrive at the new year's *base budget*. Examples of standard adjustments include annualization of programs partially funded during the current year, annualization of the pay package, restoration of vacancy savings, and one-time increases and decreases.

statute A written law, either new or revised, enacted by the Legislature and signed by the Governor.

strategic management Process of positioning an organization so it can prosper in the future. The overall framework within which policy development, strategic, operational, *quality* planning, budgeting, *capital outlay* planning, information technology planning, program implementation, and evaluation and accountability take place.

strategic plan A visionary guide, based on an examination of internal and external environmental and political factors, that directs goal-setting and future resource requirements to achieve meaningful *results* over time. Strategic projections are long-range and usually cover a five-year period.

subprogram Two or more integral components of a program that can be separately analyzed to gain a better understanding of the larger program.

standard operating adjustments adjustments to the *base budget* that include annualization of programs partially funded by the Legislative appropriation during the current year; annualization of Legislatively authorized pay packages; restoration of vacancy savings; and one-time increases or decreases to the operating budget.

State service All offices and positions of employment in State government except offices and positions specifically exempted by law from the State personnel system.

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 required by the agency.

vacancy savings Savings generated by not filling vacant positions, by not filling newly authorized positions, or by filling a vacant position at a lower grade or step. Vacancy

savings cannot be expended for any of the following purposes without the approval of the Director of the Department of Administration: merit increases for State employees; funding for reclassified positions; and creation of new positions that exceed the total number of authorized *FTE*, as approved by the Legislature.

Acronyms

A.R.S. Arizona Revised Statutes	AIDA Arizona International Development Authority	CERF Collection Enforcement Revolving Fund
AAC Arizona Administrative Code	ALTCS Arizona Long-Term Care System	CHC Community Health Center
ABOR Arizona Board of Regents	AOOE All Other-Operating Expenditures	CHILDS Children's Information Library and Data Source
ACJC Arizona Criminal Justice Commission	APP Aquifer Protection Permit	CIS Client Information System
ACJIS Arizona Criminal Justice Information System	APS Adult Protective Services	CJEF Criminal Justice Enhancement Fund
ACW Arizona Center for Women	ARF Automation Revolving Fund	CLIA Clinical Lab Inspections Act
ADA Americans with Disabilities Act	ARRT American Registry of Radiological Technologists	CMDP Comprehensive Medical and Dental Plan
ADC Arizona Department of Corrections	ASDB Arizona School for the Deaf and the Blind	CMR Classification Maintenance Review
ADE Arizona Department of Education	ASH Arizona State Hospital	COP Certificate of Participation
ADJC Arizona Department of Juvenile Corrections	ASPC Arizona State Prison Complex	COSF Capital Outlay Stabilization Fund
ADM Average Daily Membership	ASRS Arizona State Retirement System	CPS Child Protective Services
ADMIN Administration	ASU Arizona State University	CRIPA Civil Rights of Institutionalized Persons Act
ADOA Arizona Department of Administration	ASUE Arizona State University East	CRS Children's Rehabilitative Services
ADOT Arizona Department of Transportation	ASUMC Arizona State University Main Campus	CSMS Combined Support Maintenance Shop
ADP Average Daily Population	ATA Automobile Theft Authority	CSO Correctional Service Officer
AERB Agriculture Employment Relations Board	ATDA Arizona Technology Development Authority	CWA Clean Water Act
AFDC Aid for Families with Dependent Children	AVSC Arizona Veterans' Service Commission	CWRF Clean Water Revolving Fund
AFIN Arizona Fingerprint Identification Network	AZAFIS Arizona Automated Fingerprint Identification System	DACS Division of Aging and Community Services
AFIS Arizona Financial Information System	AZGS Arizona Geological Survey	DBME Division of Benefits and Medical Eligibility
AFUND Appropriated Fund	BIFO Border Infrastructure Finance Office	DCFS Division of Children and Family Services
AG Attorney General	CAE Commission on the Arizona Environment	DD Dually Diagnosed or Developmentally Disabled
AGFD Arizona Game and Fish Department	CAP Child Abuse Prevention	DDD Division of Developmental Disabilities
AHCCCS Arizona Health Care Cost Containment System	CBHS Children's Behavioral Health Services	DDSA Disability Determination Services Administration
AHS Arizona Historical Society	CCDF Child Care Development Fund	DEA Drug Enforcement Account
	CEDC Commerce and Economic Development Commission	

DEMA Department of Emergency and Military Affairs	GAAP Generally Accepted Accounting Principles	LGIP Local Government Investment Pool
DEQ Department of Environmental Quality	GADA Greater Arizona Development Authority	LTC Long Term Care
DERS Division of Employment and Rehabilitative Services	GAO General Accounting Office	MAG Maricopa Association of Governments
DES Department of Economic Security	GDP Gross Domestic Product	MAO Medical Assistance Only
DHS Department of Health Services	GITA Government Information Technology Agency	MARS Management and Reporting System
DJC Department of Juvenile Corrections	GITEM Gang Intelligence Team Enforcement Mission	MD Multiply Disabled
DOA Department of Administration	H.B. House Bill	MDSSI Multiply Disabled Severely Sensory Impaired
DOI Department of Insurance	HAP Hazardous Air Pollutant	MEDICS Medical Eligibility Determinations and Information Control System
DOR Department of Revenue	HCBS Home and Community Based Services	MIPS Million Instructions Per Second or Medicaid in the Public Schools
DPS Department of Public Safety	HI Hearing Impaired	MIS Management Information System
DSH Disproportionate Share Hospital (payments) <i>See Glossary</i>	HMO Health Maintenance Organization	MNMI Medically Needy Medically Indigent
DWI Driving While Intoxicated	HRMS Human Resource Management System	MVD Motor Vehicle Division
DWR Department of Water Resources	HURF Highway User Revenue Fund	NADB North American Development Bank
EAC Eligible Assistance Children	IGA Intergovernmental Agreement	NAFTA North American Free Trade Agreement
EDP Electronic Data Processing	IHS Indian Health Service	NAIC National Association of Insurance Commissioners
EEO Equal Employment Opportunity	IM 240 Inspection and Maintenance 240 Second Emission Test	NAU Northern Arizona University
ELIC Eligible Low-Income Children	IOCC Inter-State Oil Compact Commission	NLCIFT National Law Center for Inter-American Free Trade
EMS Emergency Medical Services	IRM Information Resource Management	NRCD Natural Resource Conservation District
EMSCOM Emergency Medical Services Communications	IRMG Information Resource Management Group	OAH Office of Administrative Hearings
EMSOE Emergency Medical Services Operating Fund	ISD Information Services Division	OGCC Oil and Gas Conservation Commission
EPA Environmental Protection Agency	ISP Institutional Support Payments	OSHA Occupation Safety and Health
EPSDT Early Periodic Screening, Diagnostic, and Testing	IT Information Technology	OSPB Office of Strategic Planning and Budgeting
ERE Employee-Related Expenditures	ITAC Information Technology Authorization Committee	PAS Prior Authorization Screening
FES Federal Emergency Services	JCCR Joint Committee on Capital Review	PASARR Pre-admission Screening and Annual Resident Review
FFP Federal Financial Participation	JCEF Judicial Collection Enhancement Fund	PDSO Phoenix Day School for the Deaf
FHAMIS Family Health Administration Management Information System	JLBC Joint Legislative Budget Committee	PERIS Public Employee Retirement Information System
FICA Federal Insurance Contribution Act	JOBS Job Opportunity and Basic Skills	PHS Prescott Historical Society
FMAP Federal Matching Assistance Payments	LAN Local Area Network	
FMCS Financial Management Control System	LES Licensing and Enforcement Section	
FPL Federal Poverty Level		
FTE Full-Time Equivalent		

POV Privately Owned Vehicle

PRWORA Personal Responsibility and Work Opportunity Reconciliation Act of 1986

PS Personal Services

PSPRS Public Safety Personnel Retirement System

QMB Qualified Medicare Beneficiary

RARF Regional Area Road Fund

RCF Registrar of Contractors Fund

REDI Rural Economic Development Initiative

REM Retain, Eliminate or Modify

RIF Reduction-in-Force

RMIS Risk Management Information System

RTC Residential Treatment Center or Return to Custody

RUCO Residential Utility Consumer Office

S.B. Senate Bill

SAMHC Southern Arizona Mental Health Center

SAVE Systematic Alien Verification for Entitlements

SBAC Small Business Assistance Center

SBCS State Board for Charter Schools

SBE State Board of Education

SBIR Small Business Innovative Research

SBOE State Board of Equalization

SCHIP State Children's Health Insurance Program

SDWA Safe Drinking Water Act

SDWA Safe Drinking Water Act

SDWRF Safe Drinking Water Revolving Fund

SES State Emergency Services

SLI Special Line Item

SLIAG State Legalization Impact Assistance Grant

SMI Serious Mental Illness or Seriously Mentally Ill

SOBRA Sixth Omnibus Reconciliation Act

SPAR Strategic Program Authorization Review

SPO State Purchasing Office

SPPC Structural Pest Control Commission

SPU Special Population Unit

SR&E Securities Regulation and Enforcement

SSI Supplemental Security Income

SSIG State Student Incentive Grant

SSRE State Share of Retained Earnings

SWCAP State-wide Cost Allocation Plan

T&R Title and Registration

TANF Temporary Assistance for Needy Families

TB Tuberculosis

TCC Transitional Child Care

TDD Telecommunication Devices for the Deaf

TIFS Tourism Investment Fund Sharing

TPO Telecommunications Policy Office

UA University of Arizona

UAHSC University of Arizona Health Sciences Center

USAS Uniform State-wide Accounting System

USGS United States Geological Survey

UST Underground Storage Tank

VEI Vehicle Emission Inspections

VI Visually Impaired

VR Vocational Rehabilitation

VRIRF Victims' Rights Implementation Revolving fund

WAN Wide Area Network

WATS Wide Area Telephone System

WFRJT Work Force Recruitment and Job Training

WICHE Western Inter-State Commission on Higher Education

WIFA Water Infrastructure Finance Authority

WIPP Work Incentive Pay Plan

WPF Water Protection Fund

WQAB Water Quality Appeals Board

WQARF Water Quality Assurance Revolving Fund