

STATE OF ARIZONA

MASTER LIST OF STATE GOVERNMENT PROGRAMS

STATE AGENCIES' FIVE YEAR STRATEGIC PLANS

STRATEGIC PLAN SUMMARIES
FOR SELECTED CABINET AGENCIES



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GOVERNOR

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About This Publication

The Strategic and Operational Plans of State Government Agencies are Critical Components of Program Budgeting and Transparency and the Operation of State Agencies

There are three components that display strategic planning for agencies in this document:

The *Master List of State Government Programs* provides monitoring and tracking of the functions of each state agency (no exceptions). For each function (in this document referred to as programs and subprograms) that is mandated by the legislature or a court decision, the agency provides:

- A mission statement
- A description of the function
- Goals for accomplishing the function
- Performance measures to determine how well the function is being accomplished
- The cost and staffing needed to accomplish the function

The Five-Year Strategic Plans are required of all Executive agencies (does not include universities or legislative or judicial agencies) and are required to show:

- The strategic issues confronting the agency
- The agency's strategies for overcoming each strategic issue
- A five-year estimate of the resources needed to operate the agency

Some of the cabinet agencies provide a two-page summary of their Arizona Management System Strategic Plans, which display their:

- Strategic priorities
- Annual objectives to achieving the strategic priorities
- Performance metrics for evaluating the success of the objectives
- Annual initiatives used to meet the objectives
- Summary of the progress being made

Cabinet agencies have aligned their strategic plan, budget, and performance measures to track specific agency performance measures, identify areas for continuous improvement, and ensure accountability for results.

Combined, all three provide transparency and understanding of the functions of state agencies and what they are trying to do. These planning and budgeting mechanisms were enacted or implemented in a way that allows citizens and policy makers to track the operational goals and performance measures of each mandated function of state government, as well as the revenues and expenditures for each.

On the pages that follow, for each cabinet agency, the strategic plan summary is displayed first, followed by the detailed information for each agency's programs and subprograms.

For each non-cabinet agency, the *Five Year Plan* is displayed first and contains strategic issues facing the agency, along with the agency's strategies for managing the issues. It also contains resource

assumptions projected through fiscal year 2027. Following the Five-Year Plan is detailed program information, which contains performance and resource information about each major function of state government through fiscal year 2024.

State Agencies submitted their Five Year Plans and program information on September 1, 2022, prior to the creation of the next Governor's Executive Budget that will be released in January 2023. The two-page summaries of the cabinet agencies' strategic plans were completed in July 2022 in preparation of each agency's operations in FY 2023.

When first developed in 1994, each mandated function of state government was isolated within a discrete program or subprogram, to the extent possible. At that time, the Master List contained 1,267 programs. Shortly thereafter, the number of programs was consolidated to 528, the effect being that any single program may now contain several related functions of the state government. Currently, *The Master List* is the most complete list of State government programs available.

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About the Master List

The Governors’ Office of Strategic Planning and Budgeting compiles *The Master List of State Government Programs, State Agencies’ Five Year Strategic Plans, and Cabinet Agencies’ Strategic Plan Summaries* with information provided by state agencies in July, August, and September of each year. In the interest of faithfully communicating the intentions of the agencies, OSPB only edits content to the extent necessary for clarity and makes no changes to the funding or performance data provided by agencies. Funding amounts for current and future years include all monies the agency is requesting, or plans to request, and is not related to the recommendations made in the Executive Budget.

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Agency Summary

BOARD OF ACCOUNTANCY

Monica L. Petersen, Executive Director
Phone: (602) 364-0804
A.R.S. § 32-701

Mission:

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

Description:

The Arizona State Board of Accountancy consists of five certified public accountants (CPAs) and two public members, all of whom are residents of the state and are appointed by the Governor. The Board also has six advisory committees consisting of 44 members appointed by the Board whose work directly supports the Board's mission. The advisory committees are Accounting and Auditing, Tax Practice, Peer Review, Certification, Continuing Professional Education, and Law Review. The Board and its committees qualify candidates for the Uniform CPA Examination, certify individuals to practice as CPAs, register accounting firms owned by CPAs, and biennially renew certificates for CPAs and registered accounting firms. The Board and its committees also receive and investigate complaints, take enforcement action against licensees for violation of statutes and regulations, monitor compliance with continuing education requirements, and review the work product of CPAs to ensure adherence to professional standards through the Board's peer review program.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,623.3	2,236.6	2,236.6
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,623.3	2,236.6	2,236.6
FTE Positions	14.0	14.0	14.0

Issue 1 Data Quality

Description To adhere with state policy P4460 Data Governance Data Quality, the Board must develop a data quality policy for the agency and then implement the strategy over a three-year period. The Board’s policy and implementation will be overseen by the Department of Administration. It is important that the Board can trust its data to run operations, make management decisions, and do planning. Data quality involves measuring the quality of our data so we can rely on it. It requires participation from both business and IT sides of the agency.

Solutions:

1. Define our data quality rules and thresholds.
 - 1.1 Develop a Data Quality Implementation Plan
 - 1.2 Document what quality means to our agency for our Data Quality Strategy
 - 1.2.1 Document business goal(s) and objectives
 - 1.2.2 Identify high-level business quality requirements
 - 1.2.3 Identify key data elements for our data standards
 - 1.2.4 Identify a quality metric (quality threshold and criteria) for each key data element
 - 1.2.5 Identify control processes that must be in place for each key data element to maintain quality
 - 1.3 Create our agency’s Data Quality Policy
 - 1.4 Train employees on our data quality policy and data standards
 - 1.5 Create a Data Cleansing Strategy
 - 1.5.1 Define data cleansing rules for a consistent approach
 - 1.5.2 Define data cleansing guidelines on how to apply the rules
 - 1.5.3 Train employees on data cleansing rules and guidelines
2. Conduct a data quality assessment
 - 2.1 Identify data repositories of our key data (databases and spreadsheets) for data profiling
 - 2.2 Conduct data profiling to get statistics about the kind of data values stored in the key data elements
 - 2.3 Conduct a data assessment to reveal where stored data values differ from the allowed values
 - 2.4 Determine how each key data element’s quality compares to our acceptance and desired levels
 - 2.5 Identify the root cause of data discrepancies where possible (business rules and/or automation)
3. Resolve data quality issues
 - 3.1 Prioritize issues identified in the data quality assessment (cost, risk, compliance, productivity)
 - 3.2 Identify the data source and all downstream repositories for each data element requiring cleansing
 - 3.3 Identify if any key documents require data cleansing due to the cleansing of the data repository
 - 3.4 Identify if any archived data repositories will be impacted by data cleansing (ability to restore data)
 - 3.5 Build a library of data cleansing rules, procedures, and scripts for continuous reuse
 - 3.6 Backup data and then apply data cleansing solutions from the library, documenting changes
 - 3.7 Verify data changes with internal and external data providers (NASBA, ICM, CyberSource, etc.)
4. Monitor and maintain data quality
 - 4.1 Conduct the data quality assessment again to confirm the cleansing meets our acceptance levels
 - 4.2 Department of Administration approves our implementation plan, data quality policy and cleansing
 - 4.3 Department of Administration oversees our resolving issues identified in the quality assessment
 - 4.4 Monitor the employees are following their data quality training
 - 4.5 Monitor that automated data cleansing solution is working as expected
 - 4.6 Assess new projects to ensure they meet our data quality standards before there’s an impact
 - 4.7 Annually review of our Data Quality Policy, Data Quality Assessment, and Data Cleansing Strategy

Issue 2 Digitize Paper Documents

Description In the digital age, we all know paper is a temporary medium for information. Large quantities of paper are expensive to maintain, difficult to store and fraught with risk from deterioration, loss, water, and fire. Scanning paper documents is a business decision that can reduce costs, improve security and help the environment. The following are some valuable reasons to work toward digitizing paper documents.

1. Secure document storage - scanning offers improved security for sensitive documents. Scanned documents can be securely stored in an online document management system, with security access at a user or role level. Documents can be shared and accessed by multiple users at the same time.
2. Increase office space - Document scanning reduces the volume of paper to be filed, thus eliminating the need for filing cabinets, which frees up office space, recaptures floor space, and reduces cluttered office environment
3. Improves customer service - Searching paper documents is time-consuming which can affect the response time to your customer. Digital documents can be found quickly and easily using a simple keyword search.
4. Better for the environment - Scanning documents can help any organizations in its move to become more environmentally friendly. The use of less paper and toner are not only good for the environment but also reduces business costs.
5. Reduce costs - Storing and maintaining records is an expensive business, including office square footage and costs associated with misfiled or lost documents.
6. Risk mitigation and business continuity - Documents, records, and reports are vital to the Board's daily operations. That is why it's so important to safeguard them from theft, fire, severe weather, sprinkler damage, mold, and mildew or any other type of hazard that might occur in the workplace. Protecting business records ensures the information they contain is available anytime it is needed and also speeds recovery from an unplanned disruption.

Solutions:

1. Beginning in FY 2020, the Board's regulatory and compliance team will only maintain files digitally.
2. Digitize historical exam scores
 - 2.1 Hire temporary service to enter paper exam scores into the Board's database.
 - 2.2 Work with the National Association of State Boards of Accountancy (NASBA) to get exam scores from the Gateway program from 2004, when the Uniform CPA exam became a national computerized-based exam, to date in an FTP format that can be uploaded in the Board's database.
 - 2.3 Work with NASBA to get exam scores on a regular basis via FTP that can be uploaded in the Board's database.
3. Complete records retention initiative
4. Convert registrant files to a document management system
 - 4.1 Design system to determine requirements and software needs
 - 4.2 Evaluate document management software available on state contract or develop RFP and hire vendor
 - 4.3 Train team on new tools
 - 4.4 Plan implementation
5. Implement the system
6. Test the system

Issue 3 Web Forms

Description The Board has been working on modernizing its operations and has updated the Board's prior PDF fillable forms with web forms. In calendar year 2021, the Board has completed webforms for Uniform CPA Exam applications, Certification applications and Change of Address forms. In calendar year 2022, the Board has completed additional webforms for license verifications, CPA cancellations, CPA firm cancellations, Notice to Schedule Extensions, and Conditional Credit Extensions. The webforms provide the following customer service, convenience, and efficiency improvements:

- a. Webforms are dynamic based on responses which provides for a cleaner more streamlined user experience.
- b. Webforms can be saved and finished later.
- c. Webform attachments can be uploaded as required.
- d. Webforms provide data validation to ensure it is complete and accurate before the webform will be accepted.
- e. Webforms can be e-Filed and credit card payments are accepted.
- f. e-File helps ensure instant delivery and saves user time from mailing or delivery.
- g. e-File will provide a confirmation receipt to user via email.
- h. Webforms ensure no lost or misplaced paperwork. The webform is accessed through the Internet via a secured connection and established profile.

Solutions:

1. Reinstatement for CPAs
2. Reinstatement for CPA Firms
3. Firm Registration and Renewals
4. Firm Name Change Application
5. Reissuance of Certificate Form
6. Consumer Complaint Form
7. Public Records Request Form

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	14.0	14.0	14.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	2,236.6	2,236.6	2,236.6
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of exam candidates approved by Board to sit for the Uniform CPA exam	451	404	565	593	593

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of certificates issued	416	411	429	422	422
Explanation: test2					
Biennial renewal of certificates	5661	5704	5863	5762	5762
Number of firms registered	34	37	37	36	36
Explanation: test3					
Number of firms renewed (excluding sole practitioners)	473	469	445	459	459
Percent of applicants reporting excellent or good service	96	95	95	95	95

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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Number of revocations and relinquishments	7	13	11	9	9
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Number of compliance files established	232	213	228	230	213
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Explanation: FY 2022 and FY 2023 actuals are higher due to the number of complaints the Board received from a single complainant.

Number of compliance files that resulted in discipline	108	93	86	97	97
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Number of compliance files that resulted in administrative letters of concern	8	7	9	9	9
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Agency Summary

ACUPUNCTURE BOARD OF EXAMINERS

David Geriminsky, Executive Director
Phone: (602) 364-0145
A.R.S. § 32-3901

Mission:

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

Description:

The Acupuncture Board of Examiners 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, 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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	176.2	196.8	196.8
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	176.2	196.8	196.8
FTE Positions	2.0	2.0	2.0

Issue 1 Technology and operational upgrades.

Description Description: As the Board plans for the future, the need to explore technology advances that will assist the Board in fulfilling its obligations is becoming critically important. The general public and licensed professionals are requesting the Board to update its information delivery systems.

Solutions:

Strategy: The Board has recently taken part in an E-Licensing project with 12 other agencies. While this system is an improvement on what was available to licensees in the past as they are able to file and pay for renewal and initial applications online there are several opportunities for improvement or enhancement. These would include making available to licensees the ability to conduct all business with the Board online including license verifications, payment of Civil Penalties etc.

However, continuing costs for the E-licensing system are becoming prohibitive and the Board is researching alternative platforms or restructuring how salesforce is used.

Issue 2 Health and Safety Challenges.

Description Description: As part of the Board's role in protecting the safety and welfare of the general public, the Board continues to review its statutes and rules to ensure the profession is regulated in concert with the changes taking place at the state and national level.

Solutions:

Strategy:

The Board is considering changes that may be necessary in statute to reduce regulatory burdens.

The Board plans to remove the requirement that Auricular Acupuncturists operate only in approved chemical dependency programs.

Further, the Board is considering expanding auricular acupuncture to include the treatment of trauma.

Additionally, the Board will seek to clarify the definition of Acupuncture in order to provide more clear direction to the public and practitioner.

The Board introduced a bill in last legislative session to meet these issues. It died due to the Covid-19 shut down. However, the Board will re-address this bill this upcoming session.

Lastly, the Board has filed proposed rules with the Secretary of States Office that will resolve many of the audit recommendations, increase opportunity for licensees to obtain Continuing Education, streamline the Complaint Process, and make other changes to reduce the regulatory burden on the licensee. This rules package is on hold in order to be filed combined with the rule changes which will be made necessary by statutory changes.

Issue 3 Health care profession and provider changes.

Description Description:

The Board is aware of and concerned about the growing opioid epidemic and the need to find alternative treatments to successfully help patients find relief from their medical ailments and as well as chemical dependency.

Solutions:

Strategy:

The Board has approved a Substantive Policy Statement which will provide structure for Chemical dependency programs to be approved by the Board as allowed by statute. The Board will seek a rule change to clarify its position and amend the language in the existing rule regarding the requirements for Board-approval of alcoholism, substance abuse, or chemical dependency programs. Additionally the Board will seek legislation to remove the requirement that Auricular Acupuncturists operate only in chemical dependency programs so that rural areas may be served and to conform to the example of other states.

The Board will continue to approve any alcoholism, substance abuse, or chemical dependency program that is approved by the State of Arizona (including DHS) or the federal government, pursuant to A.A.C. R4-8-302, and will use the criteria as found in the Substantive Policy Statement to evaluate any other alcoholism, substance abuse, or chemical dependency program that seek approval.

This will have the effect of creating additional avenues for employment for Auricular Acupuncturists while simultaneously making this therapy designed to assist those with Chemical Dependency issues more available. The Board is considering what can be done with its rules and statutes to make auricular acupuncture available to those most in need including those who are incarcerated or living in underserved areas.

The Board has approved additional training programs for auricular acupuncturists and hopes this will increase the number of qualified individuals providing Auricular Acupuncture to those in need.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	0.0	0.0	0.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	196.8	196.8	196.8
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of complaints received.	0	5	0	5	5
Unlicensed individuals or institutions identified.	0	3	0	3	3
Total complaints.	0	5	0	5	5
Average time from receipt of complaint until resolution	0	120	0	120	120
Number of complaints resolved from prior year.	0	1	0	1	1

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of investigations conducted	0	5	0	5	5
Licensees with greater than one investigation.	0	0	0	0	0
Percent of unlicensed practitioners brought into compliance.	0	100	100	100	100
Percent of investigations resulting in disciplinary enforcement	0	25	0	25	25

Explanation: no disciplinary actions were taken fy20

◆ **Goal 3** To ensure that all applications are handled in an efficient manner. Beginning FY 2012, continuing education applications were included.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of applications received	78	117	66	118	118
Explanation: FY21: 58 acupuncture 10 auricular , 10 CEU apps					
Number of renewals issued	660	660	650	670	680
Explanation: FY21 - 638 licenses and 22 certificates FY22 - 628 IAC 22 CAU					
Auricular Acupuncture Certificates Issued	10	25	6	10	10
Total number of licensees	695	715	694	705	715
Total number of auricular acupuncture certificate holders	35	60	35	45	50

Agency Summary

DEPARTMENT OF ADMINISTRATION

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

Mission:

To deliver effective and efficient enterprise support services to our agency customers, allowing them to focus more on their unique missions.

Description:

As the administrative and business operations hub of State government, ADOA provides medical and other health benefits to State employees, administers the State personnel system, protects employees and mitigates hazards, maintains office buildings for employees to work in, purchases goods and services needed to conduct business, provides information technology and telecommunication services for employees, develops statewide accounting policies and procedures, reviews and maintains oversight of regulations, and much more. These centralized support services enable State agencies to focus their efforts on their own unique missions.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ ADMINISTRATION	4,308.4	5,112.8	5,327.9
➤ GENERAL ACCOUNTING	33,344.7	159,548.3	21,014.6
➤ STATE PROCUREMENT	7,200.2	8,329.4	8,370.7
➤ BENEFITS SERVICES DIVISION	923,001.5	970,994.4	1,014,719.1
➤ HUMAN RESOURCES DIVISION	12,462.0	14,924.2	36,305.0
➤ ARIZONA STRATEGIC ENTERPRISE TECHNOLOGY OFFICE	62,761.6	72,402.7	73,240.9
➤ RISK MANAGEMENT	84,201.6	122,462.3	126,696.2
➤ GENERAL SERVICES DIVISION	518,742.0	1,075,385.3	672,495.0
Agency Total:	1,646,022.1	2,429,159.4	1,958,169.4
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	288,914.6	393,623.1	407,423.2
Other Appropriated Funds	158,981.8	215,998.2	245,608.1
Other Non Appropriated Funds	1,198,125.8	1,819,538.1	1,305,138.1
Total Funding	1,646,022.1	2,429,159.4	1,958,169.4
FTE Positions	537.6	548.6	548.6

Summary of 3 Year Strategic Priorities

Vision: Excellence in Arizona government with leading-edge enterprise support

Mission: To deliver effective and efficient enterprise support services to our agency customers, allowing them to focus more on their unique missions.

Agency Description: As the administrative and business operations hub of state government, ADOA provides medical and other health benefits to state employees, administers the state personnel system, protects employees and mitigates hazards, maintains office buildings for employees to work in, purchases goods and services needed to conduct business, provides information technology and telecommunication services for employees, develops statewide accounting policies and procedures, reviews and maintains oversight of regulations, and much more. These centralized support services enable state agencies to focus their efforts on their own unique missions.

Executive Summary: ADOA's customer-centric support creates strong agency partnerships which leads to the adoption of Enterprise standards while utilizing continuous improvement methodologies. Key areas for the Strategic Plan year are outlined below.

- 1. Enhance Customer Experience:** To build an inclusive enterprise partnership with the private and public sectors to serve the citizens of the great State of Arizona.
- 2. Drive Enterprise Efficiencies:** Focus on key business process utilizing Arizona Management System. Maximize the deployment of innovative technologies and security controls.
- 3. Transform the Employee Experience:** Provide the necessary tools and resources for the Arizona Department of Administration and State of Arizona workforce to attract and retain a high performing workforce.

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Enhance Customer Experience	2020	<ul style="list-style-type: none"> The state's benefit plan will save \$60 million during the first year of the new prescription drug contract lowering per member costs to pre 2018 levels. The state cooperative program experienced a record high revenue year of \$5.6M and increased its membership to more than 1,000, including 22 out of state members. We leveraged a state-of-the-art-survey platform that published real time employee engagement survey results in a dynamic, digital dashboard enabling agencies to access and analyze their data faster than ever before. ADOA contracted with Az. Dept. of Health Services to provide facilities management and trades services at the Arizona State Hospital, resulting in high customer satisfaction outcomes and projected cost savings of more than \$250K. The Transportation Modernization Grants Program funded critical transportation needs to over 71 school districts and impacted 1.2M students statewide. The Building Renewal Grant Program has awarded over \$155M in 2022 and we project more than \$300M in funding for FY23. In partnership with ASU, the SFOB reviewed the capital plans from 14 growing school districts, which resulted in more accurate projections of enrollment over the next 10 years and the approval of 3 new school construction projects.
2	Drive Enterprise Efficiencies	2020	<ul style="list-style-type: none"> ADOA cyber security score has consistently been above the target of 725. Established Enterprise Computer Hardware Program for purchasing laptops that has delivered 18% lower cost, 88% improvement in time from order to receipt, and 80% faster time to deliver a ready unit to the employee. ADE School Finance Payment System - Phase 1 delivered MVP functions for Districts & Charters in one year, on-budget w/ full documentation - processing \$6B annually. The state's 911 system is being updated to Next Gen 911, which will create a faster, more resilient system that allows voice, photos, videos and text messages to flow seamlessly from the public to the 911 network throughout all of Arizona. Renewal of Google Workspace agreement for 5 years with favorable terms for the state. Migrated an additional 252 applications and closed 11 more on-premise data centers and moved 92 data centers to the cloud. All Compression Plan FY22 milestones completed on schedule and prepared for program expansion. Annual operational budget surplus of \$15M (avg FY19-21) from efficiency projects, increased automation, and a leaner workforce. Moved to a self-insured model for property and liability risk management programs to reduce insurance premium expenses. Clarified and limited state's liability exposure through statutory changes. The Governor's Regulatory Review Council improved and/or eliminated 432 rules between June 2021 and May 2022.
3	Transform the Employee Experience	2019	<ul style="list-style-type: none"> HR Academy: all levels now underway, with multi-day Level 1 and Level 2 sessions, Specialty Tracks, and Level 3 pilot this quarter. ADOA delivered an enterprise-wide electronic Remote Work Agreement. All ADOA employees complete Lean Six Sigma White Belt training during onboarding.

Department of Administration

Fiscal Year 2023 Strategic Plan 2-pager

Strategy #

FY23 Annual Objectives

Current Annual Focus

Objective Metrics

Annual Initiatives

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1 - Enhance Customer Experience	- Increase access to information online	- # of Story Points developed -#of Business One Stop Users - % of Financial Portal development milestones completed	- Expand and implement Next Phase of Business One Stop - Implement School Financial Transparency Portal (SFTP)
	- Increase Top 20 Cooperative Program Member spend - Enhance contract offerings - Increase Cooperative Program Membership count in other states (currently have 20+ states onboard)	- % change in Co-Op Spend by Top 20 Largest Program Members - Cumulative annual revenue to Co-Op Program (\$)	- Analyze data to identify gaps and opportunities to increase individual member spend - Develop and implement process to identify gaps and opportunities to be more competitive with contracts - Implement a marketing strategy targeted to low usage government entities
	- Improve efficiency and tracking of new construction program funding	- # of days to finalize design review	- Transition new construction projects into new IT solution - Implement additional tracking strategies to improve new construction design review
	- Increase efficiency of the distribution of School Facilities Building Renewal Grants	- # of days to process BRG/EP payments	- Track trends in Building Renewal Grant (BRG) activities (applications, awards, payments, etc.)
2 - Drive Enterprise Efficiencies	- Drive enterprise alignment with the support of information technology infrastructure	- # of days lead time on delivery of purchases for Enterprise Computer Hardware Program - # agencies participating in the Program	- Operationalize and execution of Enterprise Computer Hardware Program
	- Optimize statewide cloud management - Assess statewide cloud maturity - Develop a statewide Data Management Strategy & Program	- # Agencies w/ Cloud Maturity Assessment/Score - # Agencies compliant with Statewide Data Governance Organization Policy	- Optimize agency cloud expenditures with a focus on standard work, cost savings plans and adoption of cloud-native services Platform as a Service / Software as a Service - Establish application assessment standards and baseline all agency applications (cost / compliance / customers / etc.) - Build or aggregate and application portfolio/inventory - Establish standard to assess/baseline utilization - Publish statewide Data Management Strategy - Define statewide Data Management Program and performance measures - ADOA to complete a Data Management maturity assessment.
	Innovate business management services for small agency customers	- # of new customers onboarded - # of services available to customers	- Analyze business service needs of small agency customers - Align existing services to meet demand - Build new cross-functional services to integrate HR, accounting, IT, and procurement - Refine Shared Services business model to right-size rate structure
	Breakthrough Objective - Implement the State's next-generation Capital Plan - Complete capital infrastructure to support a mobile workforce (Hoteling)	- % State footprint consolidation milestones on track <u>Compression Initiative</u>	- Complete the FY22 Compression Plan - Develop scope, evaluate savings and implementation costs of Phase II Compression Plan for FY23 and FY24 - Optimize and expand the use of enterprise hoteling through public and private use; gather data analytics - Development of cyber insurance program
	- Implement a statewide cyber insurance program	- % Cyber insurance milestones	- Development of cyber insurance program
	- Increase the number of process automations - Upgrade Arizona Financial Information System 4.0	- # of Process Automated - % Milestones complete	- Implement robotic processes in accounting & finance - Implement a code merge/regression testing/packaging process
3 - Transform the Employee Experience	- Modernize & secure Human Resources Information Technology infrastructure - Standardize and simplify statewide performance appraisal process - Advance and standardize KSAs of state's HR practitioners - Drive cost effective health care plans	- % Human Resources Information System development milestones completed - % AZP transition project milestones completed - % HRA Level 3 pilot #2 deployment milestones completed - \$ Cost per member per month	- Execute final phase of the Human Resources Information System Modernization Plan - Transition agencies to new AZPerforms! appraisal system - Finalize development and implement HR Academy Level 3 - Expand the use of data analytics to refine pharmacy benefit
	-Increase Advanced Lean Six Sigma Belt Certification 30% in FY23 with a minimum 90% passing score	- % of Advanced Lean Six Sigma Certified Employees	-The OSCI Administrator will provide a Training Curriculum and an Accredited Lean six Sigma Certification for advanced Lean Six Sigma Belts.

Issue 1 Fiscal Year 2023 Strategic Plan 2-pager (Page 1)

Description Vision: Excellence in Arizona government with leading-edge enterprise support

Mission: To deliver effective and efficient enterprise support services to our agency customers, allowing them to focus more on their unique missions.

Agency Description: As the administrative and business operations hub of state government, ADOA provides medical and other health benefits to state employees, administers the state personnel system, protects employees and mitigates hazards, maintains office buildings for employees to work in, purchases goods and services needed to conduct business, provides information technology and telecommunication services for employees, develops statewide accounting policies and procedures, reviews and maintains oversight of regulations, and much more. These centralized support services enable state agencies to focus their efforts on their own unique missions

Solutions:

Executive Summary:

ADOA's customer-centric support creates strong agency partnerships which leads to the adoption of Enterprise standards while utilizing continuous improvement methodologies. Key areas for the Strategic Plan year are outlined below.

Enhance Customer Experience: To build an inclusive enterprise partnership with the private and public sectors to serve the citizens of the great State of Arizona.

Drive Enterprise Efficiencies: Focus on key business process utilizing Arizona Management System. Maximize the deployment of innovative technologies and security controls.

Transform the Employee Experience: Provide the necessary tools and resources for the Arizona Department of Administration and State of Arizona workforce to attract and retain a high performing workforce.

Strategic Priorities:

Enhance Customer Experience:

The state's benefit plan will save \$60 million during the first year of the new prescription drug contract lowering per member costs to pre 2018 levels.

The state cooperative program experienced a record high revenue year of \$5.6M and increased its membership to more than 1,000, including 22 out of state members.

We leveraged a state-of-the-art-survey platform that published real time employee engagement survey results in a dynamic, digital dashboard enabling agencies to access and analyze their data faster than ever before.

ADOA contracted with Az. Dept. of Health Services to provide facilities management and trades services at the Arizona State Hospital, resulting in high customer satisfaction outcomes and projected cost savings of more than \$250K.

The Transportation Modernization Grants Program funded critical transportation needs to over 71 school districts and impacted 1.2M students statewide.

The Building Renewal Grant Program has awarded over \$155M in 2022 and we project more than \$300M in funding for FY23.

In partnership with ASU, the SFOB reviewed the capital plans from 14 growing school districts, which resulted in more accurate projections of enrollment over the next 10 years and the approval of 3 new school construction projects.

Drive Enterprise Efficiencies:

ADOA cyber security score has consistently been above the target of 725.

Established Enterprise Computer Hardware Program for purchasing laptops that has delivered 18% lower cost, 88% improvement in time from order to receipt, and 80% faster time to deliver a ready unit to the employee.

ADE School Finance Payment System - Phase 1 delivered MVP functions for Districts & Charters in one year, on-budget w/ full documentation - processing \$6B annually.

The state's 911 system is being updated to Next Gen 911, which will create a faster, more resilient system that allows voice, photos, videos and text messages to flow seamlessly from the public to the 911 network throughout all of Arizona.

Renewal of Google Workspace agreement for 5 years with favorable terms for the state.

Migrated an additional 252 applications and closed 11 more on-premise data centers and moved 92 data centers to the cloud.

All Compression Plan FY22 milestones completed on schedule and prepared for program expansion.

Annual operational budget surplus of \$15M (avg FY19-21) from efficiency projects, increased automation, and a leaner workforce.

Moved to a self-insured model for property and liability risk management programs to reduce insurance premium expenses.

Clarified and limited state's liability exposure through statutory changes.

The Governor's Regulatory Review Council improved and/or eliminated 432 rules between June 2021 and May 2022.

Transform the Employee Experience:

Procured a modern, results-focused, intuitive and adaptable Job Board which will improve our competitiveness in the job market while providing tools to effectively administer recruitment

Deployed the Enterprise Human Resource Academy and trained 111 HR professionals

HR Academy: all levels now underway, with multi-day Level 1 and Level 2 sessions, Specialty Tracks, and Level 3 pilot this quarter.

ADOA delivered an enterprise-wide electronic Remote Work Agreement.

All ADOA employees complete Lean Six Sigma White Belt training during onboarding.

Description

Solutions:

Strategy #1 - Enhance Customer Experience

FY23 Annual Objective: Increase access to information online

Objective Metrics: User journey completed, Financial Portal milestones

Annual Initiatives: Implement Business One-Stop, Implement School Financial Transparency Portal

Strategy #1 - Enhance Customer Experience

FY22 Annual Objective: Support innovative transportation programs to strengthen school choice

Objective Metric: Utilization of funds

Annual Initiatives: Implement Transportation Grant program and contract management

Strategy #1 - Enhance Customer Experience

FY23 Annual Objective: Increase Top 20 Cooperative Program Member spend, Enhance contract offerings

Objective Metrics: Top 20 Cooperative Program Member Spend, Co-Op revenue

Annual Initiatives: Analyze data to identify gaps and opportunities to increase individual member spend, Develop and implement process to identify gaps and opportunities to be more competitive with contracts

Strategy #1 - Enhance Customer Experience

FY23 Annual Objective: Improve efficiency and tracking of new construction program and funding

Objective Metrics: Number of days to finalize design review

Annual Initiatives: Transition new construction projects into new IT solution, Implement additional tracking strategies to improve new construction design review

Strategy #1 - Enhance Customer Experience

FY23 Annual Objective: Increase efficiency of the distribution of Building Renewal Grant (BRG) funds (A.R.S. § Title 15, 15-2032)

Objective Metric: Number of days to process BRG/EP payments

Annual Initiative: Track trends in BRG activities (applications, awards, payments, etc.)

Strategy #2 - Drive Enterprise Efficiencies

Drive enterprise alignment with the support of information technology Infrastructure

Objective Metrics: # of active managed endpoints, Purchase strategy milestones

Annual Initiatives: Utilize Information Technology solution to conduct research and analysis of the state's network, Deploy laptop purchasing strategy pilot

FY23 Annual Objective: Drive enterprise alignment with the support of information technology infrastructure

Objective Metrics: # of days lead time on delivery of purchases for Enterprise Computer Hardware Program
agencies participating in the Program

Annual Initiatives: Operationalize and execution of Enterprise Computer Hardware Program

Strategy #2 - Drive Enterprise Efficiencies

FY23 Annual Objective: Optimize statewide cloud expenditures

Objective Metrics: # of Data Center migrations, # of applications to Cloud, Cloud cost per unit

Agencies w/ Cloud Maturity Assessment/Score

Agencies compliant with Statewide Data Governance Organization Policy

Annual Initiatives: Transition cloud infrastructure into Platform as a Service and Software as a Service, Optimize agency cloud expenditures with a focus on standard work and cost savings plans

Strategy #2 - Drive Enterprise Efficiencies

FY22 Annual Objective: Strengthen the Automation Project's Fund outcomes

Objective Metric: Budget reports # of processes automated

Annual Initiative: Implement robotic processes in accounting & finance

Strategy #2 - Drive Enterprise Efficiencies

FY23 Annual Objective: Implement the State's next-generation capital infrastructure to support a mobile workforce Objective

Metric: State footprint consolidation milestones
Annual Initiative: Implement Phase 2 of the Compression Plan

Strategy #2 - Drive Enterprise Efficiencies
FY23 Annual Objective: Implement a statewide cyber insurance program
Objective Metric: Cyber insurance milestones
Annual Initiative: Development of cyber insurance program

Strategy #2 - Drive Enterprise Efficiencies
FY23 Annual Objective: Upgrade Arizona Financial Information System 4.0
Objective Metric: % Milestones complete
Annual Initiative: Code merge/regression testing/packaging

Strategy #3 - Transform the Employee Experience
FY23 Annual Objective: Modernize & secure Human Resources Information Technology infrastructure
Objective Metric: Human Resources system milestones
Annual Initiative: Finalize and Implement Human Resources System replacement plan

Strategy #3 - Transform the Employee Experience
FY23 Annual Objective: Develop a premier human resources workforce
Objective Metric: Academy milestones
Annual Initiative: implement Human Resources Academy Level 3

Strategy #3 - Transform the Employee Experience
FY23 Annual Objective: Promote continuous improvement culture
Objective Metric: # of Advanced Six Sigma trained employees
Annual Initiative: Lean Six Sigma Belt Certifications

Strategy #3 - Transform the Employee Experience
FY23 Annual Objective: Drive cost effective health care plans
Objective Metrics: Cost per member per month
Annual Initiatives: Develop and implement a plan focused on pharmaceuticals and virtual health

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	551.1	551.1	551.1
General Fund	407,423.2	407,423.2	407,423.2
Other Appropriated Funds	245,528.1	230,528.1	230,528.1
Non-Appropriated Funds	1,063,993.8	1,063,993.8	1,063,993.8
Federal Funds	1,000.0	1,000.0	1,000.0

Program Summary

ADMINISTRATION

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

Mission:

To deliver results that matter by providing best in class support services.

Description:

The Director’s Office formulates and advocates agency policy, compliance with all statutory requirements and administers ADOA operations in a cost-effective and efficient manner that is responsive to our customer’s needs. Additionally, the Director’s Office also includes the Communications Office, Office of the General Counsel, and the Office of Continuous Improvement.

This Program Contains the following Subprograms:

- ▶ Administration
- ▶ Governor's Regulatory Review Council (GRRC)
- ▶ Government Transformation Office
- ▶ Travel Reduction

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,516.4	2,984.1	3,214.8
Other Appropriated Funds	1,658.6	1,959.7	2,063.1
Other Non Appropriated Funds	133.5	169.0	50.0
Total Funding	4,308.4	5,112.8	5,327.9
FTE Positions	28.0	27.0	27.0

Subprogram Summary

ADMINISTRATION

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

Mission:

To deliver effective and efficient enterprise support services to agencies allowing them to focus more on their unique missions.

Description:

The Director’s Office formulates and advocates agency policy, compliance with all statutory requirements and administers ADOA operations in a cost-effective and efficient manner that is responsive to our customer’s needs. Additionally, the Director’s Office also includes the Communications Office, Office of the General Counsel, and the Office of Continuous Improvement.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,741.2	2,168.1	2,357.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	133.5	169.0	50.0
Total Funding	1,874.6	2,337.1	2,407.1
FTE Positions	13.0	12.0	12.0

◆ **Goal 1** To reduce the percent of ADOA employees who leave on a voluntary basis.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Voluntary Turnover in ADOA will be at or less than 12%	7.2	12	9.6	12	12

Subprogram Summary

GOVERNOR'S REGULATORY REVIEW COUNCIL (GRRC)

Nicole Sornsin, ADOA General Counsel
 Phone: (602) 542-2181
 A.R.S. § 41-1001

Mission:

To deliver effective and efficient enterprise support services to agencies allowing them to focus more on their unique missions.

Description:

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

Secondly, the Council is responsible for reviewing five-year review reports. Arizona law requires an agency to review its rules every five years to determine whether the rules need to be amended or repealed. After doing this review, the agency is required to submit a report of its findings to the Council, which will approve the report or return it to the agency for additional work. (NOTE: With regards to new rules, the agencies determine whether to complete a rulemaking action, and if not exempt from the rulemaking moratorium, must request an exception from the Governor's Office before beginning the process.)

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	451.6	516.0	557.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	451.6	516.0	557.7
FTE Positions	4.0	4.0	4.0

◆ **Goal 1** To eliminate regulatory burden on the taxpayer

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Administrative Rules Eliminated through the Governor's Regulatory Review Council	13:1	3:1	8:1	3:1	3:1
Require agency implementation of rule improvements within 9 months of GRRC approval of five year review report	10	9	7	9	9

Subprogram Summary

GOVERNMENT TRANSFORMATION OFFICE

Josh Wagner, GTO Administrator
 Phone: (602) 541-0727
 EO 2012-07

Mission:

To deliver results that matter by providing best in class support services.

Description:

The Government Transformation Office (GTO) provides consulting services in support of an enterprise wide lean management system. GTO leads high impact projects that improve people, service, quality, and cost.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	323.6	300.0	300.0
Other Appropriated Funds	1,658.6	1,959.7	2,063.1
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,982.2	2,259.7	2,363.1
FTE Positions	11.0	11.0	11.0

- ◆ **Goal 1** To Transform the Employee Experience

Subprogram Summary

TRAVEL REDUCTION

Emily Rajakovich, Assistant Director
 Phone: (602) 542-3630
 A.R.S. § 49-588

Mission:

To deliver effective and efficient enterprise support services to agencies allowing them to focus more on their unique missions.

Description:

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

- ◆ **Goal 1** To improve air quality by reducing employee single occupancy vehicle (SOV) commutes

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Reduce employee solo commutes to no more than 60% (ARS 49-588)	48.74	60	51	60	60

Program Summary

GENERAL ACCOUNTING

Ashley Ruiz, Assistant Director
 Phone: (602) 542-5405
 A.R.S. § 35-101 et. seq.

Mission:

To deliver results that matter by providing best in class support services.

Description:

The Division of Business and Finance 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 appropriate financial management information;
- enhancing the State’s financial systems to reduce cost, increase efficiency, and meet new needs and requirements of the State;
- providing adequate AFIS system security;
- maintaining and monitoring budgetary controls;
- resolving systems-related problems and other financial and accounting issues in a timely, cost-effective manner;
- providing statewide accounting policies and procedures;
- reconciling and distributing State warrants;
- preparing cash basis (AFR) and accrual basis (CAFR) financial reports designed to provide an accurate recording of the financial condition of the State;
- performing internal audits, reviews, and investigations;
- providing a variety of accounting and financial processing services for ADOA divisions and other State agencies;
- providing various types of technical assistance on governmental accounting and financial matters.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	13,468.3	65,209.5	5,315.3
Other Appropriated Funds	9,238.2	17,511.7	15,699.3
Other Non Appropriated Funds	10,638.2	76,827.1	0.0
Total Funding	33,344.7	159,548.3	21,014.6
FTE Positions	101.0	108.0	108.0

◆ **Goal 1** To Enhance Customer Experience

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
% of Process Improvements (Statewide & Agency Specific) Plan	48	24	29	20	20

Program Summary

STATE PROCUREMENT

Ed Jimenez, State Procurement Administrator
 Phone: (602) 542-1268
 A.R.S. § 41-2501

Mission:

To actively partner with our State Agency customers and Suppliers to reduce costs and increase the overall value to the State of Arizona while increasing the quality of the product, the level of service and performance visibility.

Description:

The State Procurement Office (SPO) serves as the central procurement authority for the State of Arizona. In doing so, SPO focuses on providing procurement leadership, procurement delegation, policy development, technical assistance, and maximizing strategic sourcing opportunities. The SPO conducts strategic sourcing for statewide non-programmatic specific contracts including: office supplies and equipment, temporary services, information technology equipment, software and telecommunication equipment and services. SPO also conducts specialized procurements for a large number of small agencies with limited procurement authority. Additionally, SPO provides and supports a central e-procurement system for state agencies and cooperative members (ie., counties, cities, schools) to use in conducting their procurements.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	442.5	468.9	510.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,757.7	7,860.5	7,860.5
Total Funding	7,200.2	8,329.4	8,370.7
FTE Positions	43.1	43.1	43.1

◆ **Goal 1** To actively partner with State Agency customers and Suppliers to reduce costs and increase the overall value to the State of Arizona while increasing the quality of the product, the level of service and performance visibility.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
# of enterprise wide consolidated contracts	3	3	2	3	3
Co-Op Annual Revenue (in millions)	5.3	5.5	5.6	5.5	5.5

Program Summary

BENEFITS SERVICES DIVISION

Paul Shannon, Assistant Director
Phone: (602) 542-7367
A.R.S. § 41-702, 38-651 to 38-654

Mission:

To deliver results that matter by providing best in class support services.

Description:

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

Benefit Services manages the Health Insurance Trust Fund and is responsible for the benefits provided to its 130,000+ members. Members include active state and university employees, retirees, COBRA members and qualified dependents. Programs administered include self-funded medical, pharmacy and dental plans; fully insured dental HMO, vision, basic life, supplemental life, dependent life, short-term disability, long term-disability, flex spending accounts, home-owners and auto insurance plans, and computer purchase and employee discount programs. The Division manages the statewide wellness program offering numerous health enhancement and preventive services, as well as, an Employee Assistance Program. ADOA is legislatively mandated to offer continuation of health and dental insurance coverage to COBRA members, state retirees, and their qualified dependents.

This Program Contains the following Subprograms:

- ▶ Benefits Services Operations
- ▶ Benefits Vendor Payments

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	4,510.8	5,449.8	5,719.9
Other Non Appropriated Funds	918,490.7	965,544.6	1,008,999.2
Total Funding	923,001.5	970,994.4	1,014,719.1
FTE Positions	28.0	28.0	28.0

Subprogram Summary

BENEFITS SERVICES OPERATIONS

Paul Shannon, Assistant Director
Phone: (602) 542-7367
A.R.S. § 41-702, 38-651 to 38-671

Mission:

To deliver results that matter by providing best in class support services.

Description:

Benefits Services manages the Health Insurance Trust Fund and is responsible for the benefits provided to its 130,000+ members. Members include active state and university employees, retirees, COBRA members and qualified dependents. Programs administered include self-funded medical, pharmacy and dental plans; fully insured dental HMO, vision, basic life, supplemental life, dependent life, short-term disability, long term-disability, flex spending accounts, home-owners and auto insurance plans, and computer purchase and employee discount programs. Benefits Services manages the statewide wellness program offering numerous health enhancement and preventive services, as well as, an Employee Assistance Program. ADOA is legislatively mandated to offer continuation of health and dental insurance coverage to COBRA members, state retirees, and their qualified dependents.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	4,510.8	5,449.8	5,719.9
Other Non Appropriated Funds	260.6	253.3	253.3
Total Funding	4,771.4	5,703.1	5,973.2
FTE Positions	28.0	28.0	28.0

◆ **Goal 1** To provide affordable health, dental and life insurance and other benefits that attract and retain employees

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Pharmacy cost per member per month, calculated as the average of the 12 month reported amounts.	111	100	95.44	100	100

Subprogram Summary	
BENEFITS VENDOR PAYMENTS	
Paul Shannon, Assistant Director Phone: (602) 542-7367 A.R.S. § 41-702, 38-651 to 38-671	

Mission:

To deliver results that matter by providing best in class support services.

Description:

Benefits Services manages the Health Insurance Trust Fund and is responsible for the benefits provided to its 130,000+ members. Members include active state and university employees, retirees, COBRA members and qualified dependents. Programs administered include self-funded medical, pharmacy and dental plans; fully insured dental HMO, vision, basic life, supplemental life, dependent life, short-term disability, long term-disability, flex spending accounts, home-owners and auto insurance plans, and computer purchase and employee discount programs. Benefits Services manages the statewide wellness program offering numerous health enhancement and preventive services, as well as, an Employee Assistance Program. ADOA is legislatively mandated to offer continuation of health and dental insurance coverage to COBRA members, state retirees, and their qualified dependents.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	918,230.1	965,291.3	1,008,745.9
Total Funding	918,230.1	965,291.3	1,008,745.9
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide affordable health, dental and life insurance and other benefits that attract and retain employees

Program Summary

HUMAN RESOURCES DIVISION

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

Mission:

To deliver results that matter by providing best in class support services.

Description:

The Human Resources Division (HRD) is responsible for administering the State Personnel System (SPS) which has nearly 34,000 employees in 92 state agencies, boards, and commissions. The Human Resources Program includes the following areas of focus: classification and compensation, employment, operations, consulting and quality assurance, and the Human Resources Information Solution (HRIS).

- Classification and compensation administers and oversees annual surveys to evaluate market position of state jobs to ensure competitiveness; analyzes and evaluates salary ranges and job classifications to ensure internal equity.
- Recruitment/Employment administers an integrated automated recruiting and hiring system for use by hiring supervisors to fill positions; coordinate and host job fairs, community events and outreach programs to recruit new talent; administers an internship program in partnership with several universities and colleges.
- Operations
- Consulting and Quality Assurance offers consulting services to provide human resources expertise in such areas as employment laws and Arizona state government rules, policies and practices; provides guidance on employee relations issues; assists in the administration of reductions in force; investigates and prepares responses to complaints; employee development, recognition, workforce planning and analysis and operational support.
- Human Resources Information Solution (HRIS) maintains an integrated system used to administer payroll, personnel and employee benefits processing for all branches, departments, and agencies in State government. HRIS also provides the infrastructure for personnel administration including the centralized job board (azstatejobs.gov), the hiring system (Talent Acquisition), and the State’s centralized employee’s self-service website-Your Employee Services (YES).

This Program Contains the following Subprograms:

- ▶ Human Resource Operations

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	11,814.7	13,974.5	35,355.3
Other Non Appropriated Funds	647.4	949.7	949.7
Total Funding	12,462.0	14,924.2	36,305.0
FTE Positions	76.0	77.0	77.0

Subprogram Summary

HUMAN RESOURCE OPERATIONS

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

Mission:

To deliver results that matter by providing best in class support services.

Description:

The Human Resources Program includes classification and compensation, employment, operations, planning and quality assurance, and the Human Resources Information Solution (HRIS). The program administers an automated recruiting and hiring system for use by hiring supervisors to fill positions; coordinate and hosts job fairs, community events and outreach programs to recruit new talent; administers an internship program in partnership with several universities and colleges, offers consulting services to provide human resources expertise in such areas as employment laws and Arizona state government rules, policies, and practices; administers and oversees annual surveys to evaluate market position of state jobs to ensure external competitiveness; analyzes and evaluates salary ranges and job classifications to ensure internal equity; provides guidance on employee relations issues; assists in administer reductions in force; investigates and prepares responses to complaints; and maintains HRIS-an integrated system used to administer payroll, personnel and employee benefits processing for all branches, departments, and agencies in State government.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	11,814.7	13,974.5	35,355.3
Other Non Appropriated Funds	647.4	949.7	949.7
Total Funding	12,462.0	14,924.2	36,305.0
FTE Positions	76.0	77.0	77.0

◆ **Goal 1** To advance the people knowledge and systems of Human Resources.

Program Summary

ARIZONA STRATEGIC ENTERPRISE TECHNOLOGY OFFICE

J.R. Sloan, Assistant Director, State CIO
 Phone: (602) 364-4770
 A.R.S. §§ 41-711, 41-712, 41-713, 41-704

Mission:

To deliver results that matter by providing best in class support services.

Description:

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

This Program Contains the following Subprograms:

- ▶ ASET Operations
- ▶ 911 Emergency Services
- ▶ Enterprise Infrastructure and Communications
- ▶ Strategic Transformation and Innovation

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	38,940.7	39,571.4	40,409.6
Other Non Appropriated Funds	23,821.0	32,831.3	32,831.3
Total Funding	62,761.6	72,402.7	73,240.9
FTE Positions	88.2	87.5	87.5

Subprogram Summary

ASET OPERATIONS

J.R. Sloan, Assistant Director, State CIO
 Phone: (602) 771-6401
 A.R.S. § 41-711, 41-712, 41-713, 41-704

Mission:

To deliver results that matter by providing best in class support services

Description:

ASET Operations provide information technology services to state agencies. These services include transaction processing; application development and maintenance; system and technical support; and relevant security assessments, evaluation, provisioning, and consulting. Services are charged back to the customer through monthly billing processes.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	24,881.7	31,054.4	31,568.3
Other Non Appropriated Funds	2,976.4	400.0	400.0
Total Funding	27,858.1	31,454.4	31,968.3
FTE Positions	47.9	57.6	57.6

◆ **Goal 1** To Drive Enterprise Efficiencies

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Count of Certified Google Gurus	884	2600	2,615	4,215	5,815

Subprogram Summary

911 EMERGENCY SERVICES

Steven Jenkins, Director of Network Operations
 Phone: (602) 364-4770
 A.R.S § 41-704, 42-5251

Mission:

To deliver results that matter by providing best in class support services.

Description:

The 9-1-1 program is charged with providing guidance and direction, as well as acting as liaison to ensure that when a citizen dials 9-1-1, the call goes to the correct 9-1-1 center the first time. Funding oversight is done on a statewide basis. Monies in each FY are necessary to meet the operational requirements of more than eighty-five 9-1-1 centers statewide and to continue deployment of location-based technology through Next Generation 911 (NG911) Managed Services.

◆ **Goal 1** To meet the NENA ring time standard for answering 9-1-1 calls.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
# of PSAP's meeting the NENA ring time standard for answering 9-1-1 calls	73	81	77	81	81

Subprogram Summary

ENTERPRISE INFRASTRUCTURE AND COMMUNICATIONS

JR Sloan, Assistant Director
 Phone: (602) 542-1111
 A.R.S. § 41-712, 41-713

Mission:

To deliver results that matter by providing best in class support services.

Description:

The Enterprise Infrastructure and Communications oversees AZNet, the statewide telecommunications network providing voice and data communications services, including the installation and maintenance of telecommunication systems. Each office, department and agency of the State contracts with the primary contractor through the Enterprise Infrastructure and Communications and makes payment directly to the primary contractor for its telecommunications needs. The Enterprise Infrastructure and Communications is charged with ensuring that its contractor acts as the State's agent for all carrier services to the offices, departments and agencies within AZNet.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,570.8	1,719.2	1,814.0
Other Non Appropriated Funds	0.0	10,300.0	10,300.0
Total Funding	1,570.8	12,019.2	12,114.0
FTE Positions	7.9	8.3	8.3

- ◆ **Goal 1** To close 90 individual on-premise data centers and move the associated applications to the cloud or to the Shared Hosted Data Center

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
# of Data Center Migrations	81	90	90	90	90

Subprogram Summary					
STRATEGIC TRANSFORMATION AND INNOVATION					
Charles Brown, Deputy Chief Information Officer					
Phone: (602) 542-8947					
A.R.S. § 41-711, 41-712, 41-713, 41-704					

Mission:

To deliver results that matter by providing best in class support services.

Description:

Strategic Transformation and Innovation (STI) sets the technology, security, privacy, and communication strategies, policies, and procedures for the State of Arizona. In addition, it is the body responsible for monitoring and overseeing high-risk technology projects across all state agencies. Lastly, it manages several large, state-wide programs and initiatives such as Digital Government.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	12,488.2	6,797.8	7,027.3
Other Non Appropriated Funds	20,844.6	22,131.3	22,131.3
Total Funding	33,332.8	28,929.1	29,158.6
FTE Positions	32.4	21.6	21.6

- ◆ **Goal 1** To provide oversight to ensure IT projects are positioned for success and aligned with state strategy.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Time to approve Project Information Justification (PIJ) less than 9 days	6	7	5.5	7	7

Program Summary

RISK MANAGEMENT

Keith Johnson, Assistant Director
 Phone: (602) 542-1791
 A.R.S. § 41-621 et. seq.

Mission:

To deliver results that matter by providing best in class support services

Description:

Risk Management provides statewide (including the three universities) insurance administration and management services for the following subprograms:

- Indemnification, legal defense, investigation, negotiation, and mitigation services for liability claims and lawsuits filed against the State, its agencies, and employees acting within the course and scope of their employment;
- Property coverage for damage or theft of State-owned property,
- Environmental remediation of State property involving an immediate health and safety impact,
- Workers' compensation benefits for injured State employees,
- Agency monitoring, training, and assistance in the development of employee health and safety programs,
- Support in the development of indemnification and insurance provisions in State contracts, and
- Post-offer employment physicals for job classifications that have a high exposure to occupational injuries.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	75,354.7	114,681.5	122,993.0
Other Non Appropriated Funds	8,846.9	7,780.8	3,703.2
Total Funding	84,201.6	122,462.3	126,696.2
FTE Positions	51.0	52.0	52.0

◆ **Goal 1** To reduce the frequency, severity and incidence of injuries

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total Employee Injury Claims	1912	2118	1,674	2,000	2,000

Program Summary

GENERAL SERVICES DIVISION

Nola Barnes, Assistant Director

Phone: (602) 542-1954

A.R.S. § 31-253, 35-193, 41-701, 41-791, 41-803, 41-2606(B)

Mission:

To deliver results that matter by providing best in class support services.

Description:

The General Services Division (GSD) is responsible for the ADOA Building System, which includes 4,211 state-owned structures. GSD provides facility operations and maintenance including custodial, maintenance, heating and air conditioning and landscaping services to 4 million square feet in Phoenix, Tucson, Metro Phoenix area, and Kingman. In addition, the division is responsible for the allocation of the Building System’s building renewal appropriations, capital construction and tenant improvement project management, real property disposals and acquisitions, private sector office space leasing, capital and space allocation planning and management, surplus property management, and mail services to state agencies.

This Program Contains the following Subprograms:

- ▶ Planning & Construction Services and FOAM
- ▶ Mail Services & Screening
- ▶ Surplus Property
- ▶ Motor Pool

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	272,487.4	324,960.6	398,382.9
Other Appropriated Funds	17,464.1	22,849.6	23,367.9
Other Non Appropriated Funds	228,790.5	727,575.1	250,744.2
Total Funding	518,742.0	1,075,385.3	672,495.0
FTE Positions	122.3	126.0	126.0

Subprogram Summary

PLANNING & CONSTRUCTION SERVICES AND FOAM

John Hauptman and Matt Halstead, General Manager

Phone: (602) 542-1768

A.R.S. § 41-701

Mission:

To deliver results that matter by providing best in class support services.

Description:

The Building, Planning, and Facilities Operations and Maintenance (FOAM) subprogram provides facility management services for state-owned buildings in the ADOA Building System including capital planning, new construction and quadrennial building inspections, review of capital construction plans and specifications, land acquisition, space allocations, and tenant improvements. The FOAM subprogram provides routine repair and maintenance of ADOA owned and managed facilities in the Governmental Mall, Tucson State Office Complex, Metro Phoenix, and Kingman. This subprogram prepares the annual ADOA Building System Capital Improvement Plan (CIP) for 22 State agencies that includes recommendations to the Executive and the Legislature for capital spending, including land acquisitions, building renewal, and new capital construction. Additionally, the subprogram plans and manages state-owned office space allocations for the efficient and effective use of state-owned buildings. This subprogram also reviews, approves and maintains all agency private sector leases of office space; plans and administers agency relocations for orderly transitions to maximize efficiency; directs and regulates parking, contracts for and project manages design and construction of new capital and building renewal major maintenance projects for ADOA Building System agencies, and provides physical security services (locks and badge access).

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	272,214.8	324,673.7	398,073.8
Other Appropriated Funds	15,583.8	19,373.4	19,834.8
Other Non Appropriated Funds	228,062.1	726,875.1	250,044.2
Total Funding	515,860.6	1,070,922.2	667,952.8
FTE Positions	109.4	113.4	113.4

- ◆ **Goal 1** To consolidate the state footprint within the Capital Mall area in order to reduce rental costs and better optimize space utilization for state agencies

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percentage of Consolidation Plan Milestones on Track	100	90	97	100	100

Subprogram Summary	
MAIL SERVICES & SCREENING	
Matt Halstead, Administrator Phone: (602) 542-0796 A.R.S. § 41-101.03, 41-701	

Mission:
To deliver results that matter by providing best in class support services.

Description:
The Other Support Services subprogram is responsible for the ADOA Interagency Mail Room which provides mail service including screening services, interagency route service, U.S. mail processing, and parcel mail service.

Subprogram Summary	
SURPLUS PROPERTY	
Matt Halstead, Administrator Phone: (602) 542-0796 A.R.S. § 41-2606(B)	

Mission:
To deliver results that matter by providing best in class support services.

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

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	272.6	286.9	309.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	728.4	700.0	700.0
Total Funding	1,001.0	986.9	1,009.1
FTE Positions	4.3	4.0	4.0

Subprogram Summary

MOTOR POOL

N/A, N/A

Phone: (602) 542-1500

A.R.S. § 41-803

Mission:

To deliver results that matter by providing best in class support services.

Description:

Laws 2019, Chapter 267 transferred administrative responsibility for the State motor pool to the Department of Transportation.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,880.4	3,476.2	3,533.1
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,880.4	3,476.2	3,533.1
FTE Positions	8.6	8.6	8.6

Program Summary

SCHOOL FACILITIES BOARD

Ashley Ruiz, Assistant Director
 Phone: (928) 710-2351
 A.R.S. §§ 15-2001 et seq.

Mission:

To collaborate and support as advocate and partner with State of Arizona stakeholders to ensure universally safe, secure, healthy, and engaging learning environments.

Description:

DBF-School Facilities facilities database consisting of information reported by each school district that aids in determining the eligibility for State funding from the New School Facilities (NSF) and Building Renewal Grant (BRG) funds and evaluates demographic data to determine eligibility for State Funding for new school construction. DBF-SF is mandated to ensure compliance with the minimum school facility guidelines and routine preventative maintenance guidelines with respect to the construction of new buildings and maintenance of existing buildings. DBF-SF also administers an Emergency Deficiencies Correction (EDC) program and validates Adjacent Ways expenditures.

◆ **Goal 1** To support AZ school districts to ensure that school buildings meet minimum guidelines

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of building renewal grant projects open after 12-months	846	800	553	250	0
Number of new school construction projects completed	3	8	4	6	7

◆ **Goal 2** To update Minimum Adequacy Guidelines (MAG) with research-driven, best practices maximizing economic value.

◆ **Goal 3** To support AZ school districts to improve performance of Preventative Maintenance (PM)

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of PM Plans updated	177	200	161	180	200

Agency Summary

OFFICE OF ADMINISTRATIVE HEARINGS

Greg Hanchett, Acting Director
Phone: (602) 542-9853
A.R.S. § 41-1092.01

Mission:

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

Description:

The Office of Administrative Hearings is the main venue for administrative law hearings in Arizona, in which administrative law judges preside over contested cases.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	891.8	998.9	998.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	805.8	848.0	848.0
Total Funding	1,697.6	1,846.9	1,846.9
FTE Positions	14.0	14.0	14.0

Issue 1 Strategic Issue 1:
Statement: Stay up-to-date and enhance technological resources available to the OAH

Description Discussion: OAH is technically sophisticated, and its efficiencies depend on developing, maintaining, and expanding automated technology.

Challenge: Technology is constantly changing with new possibilities being presented. In addition, software must be updated and equipment replaced in regular rotations.

Solutions:
Strategies:

a. OAH will continue to enhance efficiency and productivity by utilizing automation to complete routine clerical tasks such as filing documents in docketing system and forwarding notice of the filing of such documents. To this end, OAH has implemented its proprietary automated electronic system to docket the tens of thousands of motions and other documents filed by parties each year. This has saved OAH thousands of dollars in labor costs and will continue to do so over the coming years as it has largely eliminated the work load associated with staff manually docketing such entries.

B. OAH will continue to refine and enhance its utilization of Google Email and Google Calendaring in conformity with ADOA requirements. To this end, OAH has developed proprietary methodologies to make Google compatible with OAH's existing docketing system, saving tens of thousands of dollars that would have otherwise been required to purchase and deploy new docketing system software.

In addition, OAH has developed a proprietary system to automatically preserve and download hearing recordings into OAH's docketing system. This substantially reduces the possibility of a hearing recording being lost during a manual downloading process and has also eliminated the work load associated with staff manually downloading hearing recordings.

C. OAH will continue to offer Google Meet video conferencing to parties for all hearings. Parties can appear by video conference for hearing from any location, saving litigants and witnesses travel time and associated expenses incurred when appearing for hearings in person at OAH. In addition, in cases which are open to the public, spectators can also observe hearings via Google Meet.

D. OAH will continue to transition all server functions to the cloud in the coming year.

e. OAH will continue to regularly survey technological advances through relevant literature in order to stay abreast of and implement time and cost saving technologies.

f. OAH will consult with other central panel directors regarding technological approaches to the delivery of efficient administrative hearing services.

g. OAH will replace aging equipment and update software.

Expected Outcome: OAH will ensure greater business efficiency and continuity.

Issue 2 Strategic Issue 2

Statement: To have all state agencies and superior courts exchange documents with OAH electronically.

Description Discussion: All agencies save one for which OAH provides hearing services currently exchange requests for hearings, final agency actions, agency records, and decisions electronically. In addition, OAH has implemented electronic record exchange with the Maricopa County Superior Court for judicial appeals from final agency decisions.

Challenge: While all agencies save one have now converted to electronic documents, electronic exchange of documents with some of the superior courts in Arizona is still not available to OAH.

Solutions:

Strategies:

- a. OAH will continue to work with any agency that has not yet converted to electronic documentation to accomplish that goal.
- B. OAH will continue to foster relationships among client agencies with differing technological capabilities to ensure that efficient and up to date methodologies are utilized for electronic filing.
- C. OAH will look for ways to implement, increase and enhance electronic filing for matters appealed to superior courts outside of Maricopa County. In the past fiscal year, several superior courts in Arizona have begun electronic filing through the E Courts filing system. OAH will work to obtain the ability to electronically file appeals records with those courts.

Expected Outcome: Both OAH and agencies will experience increased efficiency and lower costs.

Issue 3 Strategic Issue 3

Statement: To provide parties with options for mediation and other means of alternative dispute resolution.

Description Discussion: Within the last ten years, alternative dispute resolution, and in particular, mediation, has become widespread as an alternative to expensive litigation. Mediation has been used not only to resolve judicial matters but administrative matters as well and has seen widespread acceptance among administrative agencies in several states. Mediation offers parties the ability to settle their disputes at a fraction of the cost that administrative litigation would otherwise entail. In addition, mediation offers state agencies the ability to reduce demands on already overburdened state resources which in turn reduces agency expenditures.

Challenge: Until FY 2016, OAH had not looked at utilizing mediation as a means of dispute resolution. In 2016, that focus changed and OAH began to offer mediation services to a limited number of agencies. After the advent of the COVID 19 pandemic, mediation resources at OAH have been somewhat underutilized.

Solutions:

Strategies:

- a. OAH has fully implemented mediation for several state agencies which send cases to OAH.
- b. OAH will continue to educate agencies and the public about the benefits of mediation. OAH will continue to encourage agencies and the public to explore mediation and alternative dispute resolution to litigation with an eye toward encouraging increased litigant utilization of mediation resources.
- c. OAH has 7 trained mediators, thus permitting OAH to expand the availability of mediation to parties seeking mediation. OAH will continue to offer parties and agencies expanded mediation resources.

Expected Outcome: OAH's expanding mediation resources will save parties time, effort, money and anxiety and conserve precious state resources. In turn, this will ultimately reduce state expenditures associated with protracted litigation in administrative proceedings.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	14.0	14.0	14.0
General Fund	998.9	998.9	998.9
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	848.0	848.0	848.0
Federal Funds	0.0	0.0	0.0

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of days from hearing request to hearing scheduling	3.73	3.73	6.034	6.034	6.034
Average number of days from hearing scheduling to first scheduled hearing	49.07	49.07	55.32	55.32	55.32
Average number of days from the first scheduled hearing to the conclusion of the hearing	19.78	19.78	20.29	20.29	20.29
Average number of days from the conclusion of the hearing to transmission of the decision to the agency	14.65	14.65	12.68	12.68	12.68
Average length of delay (in days) from first hearing date to conclusion of the case due to continuances	71.3	71.3	65.61	65.61	65.61
Average length of a single continuance [measured by first continuances only] (in days)	60.75	60.75	60.21	60.21	60.21
Cases docketed	4,955	4,955	5,818	5,818	5,818
Number of hearings held	1,324	1,324	1,293	1,293	1,293
New cases docketed to cases concluded	1:99	1:99	1:97.75	1:97.75	1:97.75
Hearings conducted by contract administrative law judges	3	3	0	0	0
Average days from request for hearing to first date of hearing	52.79	52.79	52.6	52.6	52.6

◆ **Goal 2** To increase litigant satisfaction and litigant access to effective alternative dispute resolution

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of agency acceptance of findings of fact and conclusions of law (excluding recommended order) without modification	93.07	93.07	92.75	92.75	92.75
Percent of agency acceptance of findings of fact and conclusions of law (including recommended order) without modification	86.39	86.39	92.12	92.12	92.12
Percent of OAH decisions contrary to original agency position	14.96	14.96	6.73	6.73	6.73
Percent of agency acceptance of contrary Office of Administrative Hearings decision	90.38	90.38	88.33	88.33	88.33
Percent of agency rejection of OAH decisions	2.17	2.17	1.39	1.39	1.39
Percent of cases reheard	3.15	3.15	2.49	2.49	2.49
Percent of cases appealed to Superior Court	5.53	5.53	5.26	5.26	5.26

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of monthly hits to website.	27,042	27,042	44,103	44,103	44,103
Average number of unique visitors accessing the website per month.	1,395	1,395	1,256	1,256	1,256
Average number of daily visits.	296	296	279	279	279
Average number of monthly hits on the information page to enter agency portal.	1,007	1,007	962	962	962
Average number of text searches of administrative law judge decisions per month.	195	195	285	285	285

Agency Summary

AFRICAN-AMERICAN AFFAIRS

Cloves Campbell, Director
Phone: (602) 542-5484
A.R.S. § 41-531

Mission:

To address challenges facing the African-American community.

Description:

The Commission of African-American Affairs advises State and federal agencies on policies, legislation, and rules that affect the African-American Community. The Commission develops, reviews, and recommends policies that affect the areas of health and human services, housing, education, employment, business formation and development, public accommodations and contracting, and procedures to ensure that programs affecting African-Americans are effectively implemented with input from members of the African-American community.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	126.6	146.6	146.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	126.6	146.6	146.6
FTE Positions	3.0	3.0	3.0

Agency Summary

DEPARTMENT OF AGRICULTURE

Mark W. Killian, Director
 Phone: (602) 542-0990
 A.R.S. §§ 3-101 et seq.

Mission:

To protect the health and safety of Arizona consumers, advance and support Arizona agriculture, and safeguard commerce.

Description:

The Arizona Department of Agriculture (AZDA), often in cooperation with federal entities, regulates facets of the agriculture industry to protect public health and safety, inform customers, and promote the general welfare of the agricultural community.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ FOOD SAFETY AND QUALITY ASSURANCE	11,523.0	14,097.7	14,283.0
➤ NON-FOOD PRODUCT QUALITY ASSURANCE	638.9	944.5	944.5
➤ ANIMAL DISEASE, OWNERSHIP AND WELFARE PROTECTION	3,071.1	3,666.5	5,335.0
➤ PEST EXCLUSION AND EXPORT SERVICES	4,184.8	4,584.7	5,315.3
➤ NATIVE PLANT AND CULTURAL RESOURCES PROTECTION	176.1	182.6	182.6
➤ PESTICIDE COMPLIANCE AND WORKER SAFETY	533.7	732.6	816.2
➤ ADMINISTRATIVE SERVICES	2,739.3	5,083.6	4,694.4
➤ STATE AGRICULTURAL LABORATORY	3,726.5	2,128.2	2,322.5
➤ AGRICULTURAL CONSULTATION AND TRAINING	2,461.6	17,665.6	7,682.7
➤ COMMODITY DEVELOPMENT AND PROMOTION	4,287.3	8,938.8	8,938.8
➤ WEIGHTS AND MEASURES	2,277.6	2,558.2	3,302.9
➤ PEST MANAGEMENT	1,461.9	1,745.3	1,745.3
Agency Total:	37,081.8	62,328.3	55,563.2

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	13,668.4	24,954.6	18,189.5
Other Appropriated Funds	1,706.0	1,878.3	1,878.3
Other Non Appropriated Funds	21,707.4	35,495.4	35,495.4
Total Funding	37,081.8	62,328.3	55,563.2
FTE Positions	340.8	341.8	354.3

Vision: To serve as a leader in ensuring consumer protection, advancing Arizona agriculture, and safeguarding agricultural commerce.

Mission: To protect the health and safety of Arizona consumers, advance and support Arizona agriculture, and safeguard commerce.

Agency Description: To protect the health and safety of Arizona consumers, the Arizona Department of Agriculture (AZDA) facilitates commerce, promotes equity in the Arizona marketplace, and safeguards market access both domestically and internationally through a variety of inspection and certification programs involving plants, livestock, meat, dairy, vegetables, citrus, fruit, eggs, feed, fertilizer, seed, agricultural and non-agricultural pesticides, packaged consumer goods, retail pricing and commercial weighing and measuring devices. AZDA protects and guards against the risks associated with the entry and spread of plant and livestock pests and diseases. AZDA implements education and training programs in regards to pesticide use and on-farm food safety, and ensures that air quality standards are met. AZDA provides agricultural and metrological laboratory services.

Executive Summary: The Arizona Department of Agriculture (AZDA) identified four strategic priorities to reach our vision:
Attract, Support, Develop and Retain Talented Employees: This is AZDA's first priority because our people are our most valuable resource, and by having an engaged, talented workforce, we can provide exceptional service & quality to our customers.
Modernize How AZDA Conducts Business: AZDA is committed to improving the way we work and modernizing the systems we use to get our work done. This year we will focus on upgrading our IT infrastructure and creating a strong program of alternative work options to help our staff work how, where, and when they work best.
Safeguard agricultural and consumer services & products: This year, our focus is on standardizing our core processes, identifying specific resources needed to fulfill our mission, beginning work on a fresh produce voluntary rapid response team, and completing the recommendations provided to us by the Auditor General's office.
Expand Public Awareness of Arizona Agriculture: AZDA is working to expand awareness both of the broad range of public services AZDA provides and the quality of agricultural products grown & produced in the State of Arizona.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Attract, Support, Develop and Retain Talented Employees	2018	Salary increases are included in the Governor's budget request and are awaiting legislative approval. Director-led supervisory cultural skill set development training was conducted for all agency supervisors. One-on-One coaching standard work was drafted, managers were trained, and a tracking system for 1:1s has been implemented. As a result of our increased focus on employees, our agency engagement score improved by 3% since last year.
2	Modernize How AZDA Conducts Business (Agriculture in the 21st century)	2022	Much of the equipment in the State Agricultural Laboratory (SAL) has been replaced with new, more efficient & capable equipment, decreasing the average age of lab equipment from 16.4 years in July to 4.6 years in April, and increasing the average uptime of lab equipment from 60% in July to 82% in April. Future focus will be on modernizing our IT systems, providing more options for how customers interact with the agency, and modernizing how our workforce operates.
3	Safeguard Agricultural and Consumer Services and Products	2018	14 recommendations from the Auditor General Sunset Review Audits were implemented, enhancing our ability to operate efficiently & provide high quality service. Several inspection divisions are reporting performance goals to the director's office and are working on establishing risk-based approaches to their inspections.
4	Expand Public Awareness of Arizona Agriculture	2022	The focus for the upcoming fiscal year will be on working to expand awareness both of the broad range of public services AZDA provides and the quality of agricultural products grown & produced in the State of Arizona.

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
#1	Increase staff retention	% of employee turnover	<ul style="list-style-type: none"> - Revamp the employee recognition program & create a standardized, equitable system for administering variable incentives (breakthrough) - Conduct a series of cross-divisional employee trainings
#1	Increase staff readiness to fill key roles	% of succession planning project milestones completed	<ul style="list-style-type: none"> - Expand & refine the leadership training program - Conduct succession planning for all key agency roles
#2	Increase participation in alternative work options	% employees participating in alternative work options	<ul style="list-style-type: none"> - Draft agency alternative work options policy & deploy program to agency
#2	Develop & implement a project plan for IT modernization	% of project milestones completed	<ul style="list-style-type: none"> - Allocate dedicated resources to facilitate project management of an IT modernization plan - Develop & implement a system for managing IT work orders
#3	Increase standardization of core processes in the agency	% of core processes with documented standard work	<ul style="list-style-type: none"> - Draft & implement standard work for core processes throughout the agency, to include inspections, licensing, and our operational processes.
#3	Identify people resources needed to fulfill mission objectives	% of functional teams/programs with completed mission resources analysis	<ul style="list-style-type: none"> - Refine & expand the agency organizational & resource assessment to include analysis of all key agency processes (breakthrough)
#3	Implement and close out Auditor General's Sunset Review audit recommendations	% of audit recommendations implemented	<ul style="list-style-type: none"> - Complete the project plan to address the remaining audit recommendations in process or not implemented
#3	Create the infrastructure for a fresh produce voluntary rapid response team	% of project milestones completed	<ul style="list-style-type: none"> - Develop and implement a project plan to create the infrastructure for a fresh produce voluntary rapid response team, to include program scoping, defining roles & responsibilities, and process mapping
#4	Increase outreach to Arizona suppliers for Western United States Agricultural Trade Association (WUSATA) programs	# of export outreach activities % of project milestones completed	<ul style="list-style-type: none"> - Develop and implement a plan for targeted export markets & products
#4	Increase targeted agricultural outreach	# of targeted outreach events	<ul style="list-style-type: none"> - Develop and implement a plan to host and participate in educational/informational events for legislators and the public on AZDA & Arizona agriculture

Issue 1 Attract, Support, Develop and Retain Talented Employees

Description The Arizona Department of Agriculture (AZDA) has this as its highest priority Strategic Issue to reduce turnover and vacancy rates, resulting in a more efficient government that saves resources on constantly hiring and training new staff. AZDA recognizes that there is a critical workforce challenge among vital public safety, public health, and welfare agencies. State public safety agencies, including this Department, often compete with local and federal operators that currently pay higher salaries than state positions, hindering the State's ability to recruit and retain highly qualified individuals.

Solutions:

1. Revamp the employee recognition program & create a standardized, equitable system for administering variable incentives
2. Conduct a series of cross-divisional employee trainings
3. Expand & refine the leadership training program
4. Conduct succession planning for all key agency roles

Issue 2 Modernize How AZDA Conducts Business (Agriculture in the 21st century)

Description The Arizona Department of Agriculture (AZDA) is committed to improving the way we work and modernizing the systems we use to get our work done. Our focus for the next few years will be on modernizing our IT systems, providing more options for how customers interact with the agency, and modernizing how our workforce operates.

Solutions:

1. Draft agency alternative work options policy & deploy program to agency
2. Allocate dedicated resources to facilitate project management of an IT modernization plan
3. Develop & implement a system for managing IT work orders

Issue 3 Safeguard Agricultural and Consumer Services/Products

Description The Arizona Department of Agriculture (AZDA) safeguards the State from the highest profile agricultural pests and diseases.

Solutions:

1. Draft & implement standard work for core processes throughout the agency, to include inspections, licensing, and our operational processes
2. Refine & expand the agency organizational & resource assessment to include analysis of all key agency processes
3. Complete the project plan to address the remaining audit recommendations in process or not implemented
4. Develop and implement a project plan to create the infrastructure for a fresh produce voluntary rapid response team, to include program scoping, defining roles & responsibilities, and process mapping

Issue 4 Expand Public Awareness of Arizona Agriculture

Description The Arizona Department of Agriculture (AZDA) is working to expand awareness both of the broad range of public services AZDA provides and the quality of agricultural products grown & produced in the State of Arizona.

Solutions:

1. Develop and implement a plan for targeted export markets & products
2. Develop and implement a plan to host and participate in educational/informational events for legislators and the public on AZDA & Arizona agriculture

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	368.3	368.3	368.3
General Fund	18,189.5	18,189.5	18,189.5
Other Appropriated Funds	1,878.3	1,878.3	1,878.3
Non-Appropriated Funds	28,130.4	28,130.4	28,130.4
Federal Funds	7,365.0	7,365.0	7,365.0

Program Summary

FOOD SAFETY AND QUALITY ASSURANCE

Phone:
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, milk, eggs, and fresh produce.

This Program Contains the following Subprograms:

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

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,647.1	1,933.9	2,119.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,875.9	12,163.8	12,163.8
Total Funding	11,523.0	14,097.7	14,283.0
FTE Positions	130.7	130.7	130.7

Subprogram Summary

ANIMAL PRODUCTS FOOD SAFETY AND QUALITY INSPECTION

Jerome Rosa, Associate Director
Phone: (602) 542-7186
A.R.S. §§ 3-101 et seq.

Mission:

To protect against the distribution of unsafe, unwholesome, and improperly labeled meat, poultry, 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, 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, dairy farm, dairy plant and milk tanker inspections. Poultry used in school lunch programs also is inspected for quality and safety.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,647.1	1,933.9	2,119.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,197.3	2,460.3	2,460.3
Total Funding	3,844.4	4,394.2	4,579.5
FTE Positions	45.5	45.5	45.5

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

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent of meat and poultry in compliance with bacteria, drug and chemical residue requirements	100	100	100	100	100

Subprogram Summary	
FRESH PRODUCE STANDARDIZATION AND INSPECTION	
Ed Foster, Associate 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 by the United States Department of Agriculture (USDA) and provides food safety audits under the Arizona Leafy Green Products Shipper Marketing Agreement (AZ LGMA). 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). Inspections encompass several areas, including quality, maturity, processing, labeling, storage, handling, and refrigeration of products. 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. Food Safety Audits consist of an official review conducted by an auditor to verify and document that the best practices are adhered to and includes a physical visit to the farm or facility subject to audit while it is in operation, where practical. An audit represents a "snapshot in time" based on documentation review, persons interviewed, and operations observed and is intended to reflect past and ongoing activities. The Standardization Inspection Program has moved toward a food safety program versus a produce quality program. The Standardization Program statutes and rules, which have been updated to include food safety and still include licensing and labeling requirements, will remain in place to ensure industry uniformity.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,678.6	9,703.5	9,703.5
Total Funding	7,678.6	9,703.5	9,703.5
FTE Positions	85.2	85.2	85.2

◆ **Goal 1** To safeguard agricultural products while expanding and creating new markets.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of FSMA PSR food safety inspections	62	75	75	48	48

Explanation: Cumulative number of food safety inspections conducted in compliance with the Food Safety Modernization Act (FSMA) Produce Safety Rule (PSR).

Program Summary

NON-FOOD PRODUCT QUALITY ASSURANCE

Jack Peterson, Associate Director
 Phone: (602) 542-3575
 A.R.S. §§ 3-101 et seq.

Mission:

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

Description:

This program serves to assure public confidence in the quality of feed, fertilizer, pesticide and seed products. All of these products range from the envisioned agricultural products to those used in the urban setting for caring for your pets, tending a garden, cleaning a home, or controlling pests in and around the home. Regulation of the various industries is accomplished through two basic functions. First, regulatory processes are undertaken to register pesticides and fertilizers and to issue licenses to feed, fertilizer, and seed dealers and labelers. Secondly, enforcement activities are conducted by inspectors who confirm product registrations and company licensing, and who regularly sample feed, fertilizer, pesticide, and seed products to ensure that label statements, product guarantees, and applicable laws are adhered to. Inspectors also respond to individual consumer complaints regarding product quality concerns.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	638.9	944.5	944.5
Total Funding	638.9	944.5	944.5
FTE Positions	8.3	8.3	8.3

◆ **Goal 1** To protect the interests of consumers by removing substandard non-food products from the market place.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Feed, Fertilizer, Pesticide and Seed Labels inspected in the market place	24,161	30,000	30,873	31,000	31,000

Program Summary

ANIMAL DISEASE, OWNERSHIP AND WELFARE PROTECTION

Jerome Rosa, Associate Director
 Phone: (602) 542-7186
 A.R.S. §§ 3-101 et seq.

Mission:

To protect livestock from disease, abuse or theft.

Description:

This program regulates the importation of livestock, poultry, 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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,254.4	2,518.2	4,186.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	816.7	1,148.3	1,148.3
Total Funding	3,071.1	3,666.5	5,335.0
FTE Positions	31.5	31.5	38.0

◆ **Goal 1** To maintain an effective system of livestock ownership oversight.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of livestock field certificates issued	42,294	42,000	38,547	42,000	42,000

Program Summary

PEST EXCLUSION AND EXPORT SERVICES

Jack Peterson, Associate Director
 Phone: (602) 542-3575
 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, maximizing domestic and international market access for Arizona produced commodities and maximizing product availability for the public.

Description:

The Pest Exclusion and Export Services program has moved to incorporate new technology, advance inspector training, update quarantine requirements and employ intensive pest trapping methods to meet the challenges of rapid urban development, increased global and domestic trade and expanded export opportunities for Arizona's agricultural commodities and value added products. The mission is executed through the concerted efforts within the division that incorporates a comprehensive survey and detection program. Arizona's "pest free" status for federally regulated pests evidences the synergy of these efforts. Pest detection, management, and eradication are a large part of the division's regulatory function. Division staff perform regular and systematic surveys to prevent the introduction, establishment, and spread of pests which pose a threat to Arizona's residents and plant industries and regulate the movement of commodities and facilitate imposition of in-state quarantines where pest eradication is required, or restricted movement of a commodity is necessary.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,128.0	3,244.6	3,975.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,056.8	1,340.1	1,340.1
Total Funding	4,184.8	4,584.7	5,315.3
FTE Positions	57.0	56.0	56.0

◆ **Goal 1** To exclude and prevent the establishment of hazardous pests in Arizona.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Free-from status from federal pests (percent)	100	100	100	100	100
Plant Services Division (PSD) Quarantine Containment	0	0	3	2	0

◆ **Goal 2** To serve our customers in an accurate and efficient manner.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of complete applications approved within 15 days of receipt	100	95	93	95	98

Program Summary

NATIVE PLANT AND CULTURAL RESOURCES PROTECTION

Robert Tolton, Licensing Supervisor
 Phone: (602) 542-3578
 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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	176.1	182.6	182.6
Total Funding	176.1	182.6	182.6
FTE Positions	0.7	0.7	0.7

◆ **Goal 1** To serve the public and the agricultural community by protecting native plants.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Native Plant Tags Issued	29,740	35,000	113,863	35,000	35,000

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

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	224.8	249.9	333.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	308.9	482.7	482.7
Total Funding	533.7	732.6	816.2
FTE Positions	7.2	7.2	7.2

◆ **Goal 1** To protect the public from unlawful pesticide exposure.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Environmental Services Division (ESD) Rate of Compliance (percent)	100	95	87	95	95

Program Summary

ADMINISTRATIVE SERVICES

Jeffrey Grant, Deputy Director
 Phone: (602) 542-0997
 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, public information, rules, legal services, and human resources. Administrative Services serves each departmental program with accounting, payroll, information technology, strategic planning, and budgeting.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,047.7	4,000.4	3,686.9
Other Appropriated Funds	280.5	356.2	280.5
Other Non Appropriated Funds	411.1	727.0	727.0
Total Funding	2,739.3	5,083.6	4,694.4
FTE Positions	5.9	5.9	10.9

◆ **Goal 1** To attract, develop and retain talented employees.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
% of Employee Turnover	0	0	17	20	20

◆ **Goal 2** To modernize processes, services, information technology, equipment and administrative rules.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
IT security score	732	750	729	725	725

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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,249.7	1,689.3	1,883.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	476.8	438.9	438.9
Total Funding	3,726.5	2,128.2	2,322.5
FTE Positions	14.0	14.0	15.0

◆ **Goal 1** To provide timely scientific analyses of regulatory samples.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average age of instrumentation	16.4	15.9	2.5	4.6	5.6

Program Summary

AGRICULTURAL CONSULTATION AND TRAINING

Susan Chase, Assistant Director
 Phone: (602) 542-0984
 A.R.S. §§ 3-101 et seq.

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

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

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	264.6	10,282.2	299.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,197.0	7,383.4	7,383.4
Total Funding	2,461.6	17,665.6	7,682.7
FTE Positions	6.5	6.5	6.5

◆ **Goal 1** To fulfill the purpose of the USDA-Agricultural Marketing Service as authorized by the Specialty Crop Competitiveness Act Of 2004.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Specialty Crop Block Grant Program (SCBGP)	19	19	19	19	19
Sub-grantee Reimbursement Request Processing (days)					

Program Summary

COMMODITY DEVELOPMENT AND PROMOTION

Jack Peterson, Associate Director
 Phone: (602) 542-3575
 A.R.S. §§ 3-101 et seq.

Mission:

To foster the domestic and international consumption of Arizona agricultural commodities.

Description:

The Commodity Development and Promotion Program provides programs to stimulate, educate, encourage and foster the consumption of Arizona agricultural products. The Environmental Services Division oversees the issuance of certificates of free sale and the sale of merchandise with the Arizona Grown trademark. The funding provided to the Arizona Cotton Research and Protection Council through self-assessed fees paid by growers/producers is reflected in this Program.

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

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,287.3	8,938.8	8,938.8
Total Funding	4,287.3	8,938.8	8,938.8
FTE Positions	31.0	33.0	33.0

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of free sale products	1,309	1,500	188	200	200

Program Summary

WEIGHTS AND MEASURES

Kevin Allen, Associate Director
 Phone: (602) 771-4933
 A.R.S. §§ 3-101 et seq.

Mission:

To promote equity and fairness of Arizona commerce involving weighing or measuring for commercial purposes by regulating and supporting businesses in a manner that protects both the buyers and sellers interests.

Description:

This program carries out its mission by maintaining the State standards of weight and measure based on national standards maintained by the Federal government, licensing weighing and measuring devices used in Arizona, conducting a wide variety of inspection programs to protect the marketplace, and auditing measuring devices and enforcing the statutes, rules, and regulations governing their use.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	852.1	1,036.1	1,705.1
Other Appropriated Funds	1,425.5	1,522.1	1,597.8
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	2,277.6	2,558.2	3,302.9
FTE Positions	26.0	26.0	26.0

◆ **Goal 1** To implement a risk-based, data-driven inspection approach

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
% Weights & Measures Services Division (WMSD) Inspection Training	0	0	0	50	100

Program Summary

PEST MANAGEMENT

Vince Craig, Associate Director
 Phone: (602) 255-3663
 A.R.S. §§ 3-101 et seq.

Mission:

To help ensure the safe application of pest control technologies, through education, training and enforcement. This results in the maximization of the health and safety of all Arizonans while at the same time ensuring the protection of property and the environment.

Description:

The Office of Pest Management (OPM) licenses and regulates pest control companies, qualifying parties, and applicators. The OPM provides education and training to applicants and licensees. The Office also provides education and information to the public regarding pest control activities in non-agricultural settings.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,461.9	1,745.3	1,745.3
Total Funding	1,461.9	1,745.3	1,745.3
FTE Positions	22.0	22.0	22.0

◆ **Goal 1** To Monitor pesticide applications and ensure compliance with PMD Laws and Rules.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Pest Management Division (PMD) Unlicensed Case Writing (days to complete unlicensed cases)	31	30	29.75	30	30

Agency Summary

ARIZONA HEALTH CARE COST CONTAINMENT SYSTEM

Jami Snyder, Director
 Phone: (602) 417-4458
 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), the State’s Medicaid Agency, uses federal, State, and county funds to provide health care coverage to eligible enrollees. Since 1982, when it became the first statewide Medicaid managed care system in the nation, AHCCCS has operated under a federal Research and Demonstration 1115 Waiver authority that allows for the operation of a statewide managed care model.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ ADMINISTRATION	208,980.3	273,783.9	271,652.2
➤ AZ LONG TERM CARE SYSTEM (ALTCS)	5,202,393.8	6,769,121.8	6,546,569.3
➤ ACUTE CARE	7,277,576.7	7,485,722.5	8,083,306.7
➤ PROPOSITION 204 - SENATOR ANDREW NICHOLS COMPREHENSIVE HEALTH INSURANCE COVERAGE ACT	6,884,916.9	6,453,731.1	7,305,536.3
➤ NON-TITLE XIX BEHAVIORAL HEALTH	287,248.0	455,974.5	367,948.6
➤ CHILDREN'S HEALTH INSURANCE (CHIP)	172,211.9	152,682.1	155,667.4
➤ DIRECT SERVICE CLAIMING (DSC)	88,647.4	88,647.4	101,857.5
➤ ACA ADULT EXPANSION	1,210,747.9	804,705.2	904,156.4
Agency Total:	21,332,722.9	22,484,368.5	23,736,694.4
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,860,181.8	2,321,039.9	2,511,877.1
Other Appropriated Funds	236,675.9	380,182.3	383,443.3
Other Non Appropriated Funds	19,235,865.2	19,783,146.3	20,841,374.0
Total Funding	21,332,722.9	22,484,368.5	23,736,694.4
FTE Positions	2,336.1	2,348.3	2,348.3

Vision: Shaping tomorrow's managed health care...from today's experience, quality, and innovation.

Mission: Reaching across Arizona to provide comprehensive, quality health care for those in need.

Agency Description: The Arizona Health Care Cost Containment System (AHCCCS), the State's Medicaid Agency, uses federal, state, and county funds to provide health care coverage to eligible enrollees. Since 1982, when it became the first statewide Medicaid managed care system in the nation, AHCCCS has operated under a federal Research and Demonstration 1115 Waiver authority that allows for the operation of a statewide managed care model.

Executive Summary: As a delivery system that serves more than 2.3 million Arizonans with a budget of slightly more than \$19 billion, it is critical that AHCCCS pursue a broad array of strategies that are focused on creating a sustainable program. It is within this context that the state fiscal year (SFY) 2023 – SFY 2027 strategic plan is being developed. The plan will work toward three overarching strategies which will guide the direction AHCCCS will take over the course of the new fiscal year. These three strategies build on previous accomplishments and represent the collaborative efforts of the AHCCCS leadership team.

*These priorities were initially implemented in the AHCCCS SFY 2017 – SFY 2022 strategic plan. They will remain in the updated strategic plan that will commence on July 1, 2022.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Provide equitable access to high quality, whole person care.	2017*	<ul style="list-style-type: none"> 81.7% percent of AHCCCS health plan spend is in an alternative payment model (as of June 2021). 27.4% of American Indian Health Program members are empaneled with an American Indian Medical Home (AIMH).
2	Implement solutions that ensure optimal member and provider experience.	2017*	<ul style="list-style-type: none"> The Arizona Provider Enrollment Portal went live on 8/31/20. Nearly 34,000 providers have created an account. Successfully transitioned maintenance and operations of AHCCCS' eligibility system, Health-e-Arizona Plus on 7/1/21.
3	Maintain core organizational capacity, infrastructure and workforce planning that effectively serve AHCCCS operations.	2017*	<ul style="list-style-type: none"> Achieved an employee engagement score of 83% for SFY22. Seventy-five percent of AHCCCS staff are now working in a virtual office setting, allowing for the consolidation into 1 of 2 AHCCCS main campus buildings.

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase the amount of funding to direct care workers (DCWs) providing home and community-based services (HCBS).	Amount of supplemental funding disseminated from the American Rescue Plan Act, Section 9817, to HCBS providers before 6/30/23.	Partner with Managed Care Organizations (MCOs) to disseminate funding to HCBS provider organizations, requiring that provider organizations pass a minimum of 80% of provider payments on to DCWs.
1	Reduce health disparities.	Percent of AIHP members empaneled with an AIMH.	Partner with Indian Health Service (IHS) and Tribal leadership to onboard new AIMHs; offer outreach & technical assistance to increase members empaneled.
1	Increase available housing supports and services.	Number of members receiving transitional housing under the Housing and Health Opportunities (H2O) demonstration.	Partner with providers to enroll with AHCCCS and/or begin billing for transitional housing, following approval of AHCCCS' H2O demonstration.
1	Improve AHCCCS member connectivity to critical social services.	Number of organizations participating in the social determinants of health (SDOH) closed-loop referral system (CLRS), CommunityCares.	Partner with Contexture to promote availability of CLRS, and integrate it into existing workflows; offer differential adjusted payment incentive funding to providers.
2	Finalize roadmap, detailing the modernization of AHCCCS' Medicaid Enterprise System (MES).	Percent of roadmap milestones completed.	Partner with vendor to finalize roadmap; semi-annually review and revise the MES roadmap to show progress toward modernization and effectuate the changes required by Centers for Medicare & Medicaid Services (CMS).
2	Improve transparency into delivery system performance.	Number of hits to system level dashboards posted on the agency website on or before 6/30/23.	Partner with Contexture to finalize and post delivery system performance dashboards on the agency website.
3	Improve employee engagement.	Percent of engaged employees as determined by the state employee engagement survey.	Continue to work with the AHCCCS leadership team to implement initiatives/interventions addressing concerns expressed by AHCCCS staff in prior engagement surveys.
3	Reduce the amount of time positions remain vacant.	Average number of days from a position being vacated to the offer acceptance date.	Evaluate and redesign the recruitment process to increase efficiency.

5 Year Plan

Issue 1 Provide equitable access to high quality, whole person care.

Description In order to address the need for equitable access to high quality whole person care, in FY23 we will:

- Work to reduce provider workforce shortages
- Work to ensure all AHCCCS members are able to readily access services in the most appropriate setting to meet their needs
- Address social drivers of health using available Medicaid levers
- Focus on improving health outcomes and member experience for individuals with special health care needs through targeted population health programming

Solutions:

STRATEGY 1.1

Increase the amount of funding to direct care workers (DCWs) providing home and community-based services (HCBS).

PERFORMANCE MEASURE 1.1.1

Amount of supplemental funding disseminated from the American Rescue Plan Act, Section 9817, to HCBS providers before 6/30/23.

STRATEGY 1.2

Reduce health disparities

PERFORMANCE MEASURE 1.2.1

Percent of AIHP members empaneled with an American Indian Medical Home

STRATEGY 1.3

Increase available housing supports and services.

PERFORMANCE MEASURE 1.3.1

Number of members receiving transitional housing under the Housing and Health Opportunities (H2O) demonstration.

STRATEGY 1.4

Improve AHCCCS member connectivity to critical social services.

PERFORMANCE MEASURE 1.4.1

Number of organizations participating in the social determinants of health (SDOH) closed-loop referral system (CLRS), CommunityCares.

Issue 2 Implement solutions that ensure optimal member and provider experience.

Description To ensure we implement solutions that ensure optimal member and provider experience, in FY23 we will

- Maintain and build technology platforms that ensure adherence to existing regulation and enhance program performance
- Routinely assess and communicate system performance using visualization tools accessible to community stakeholders
- Eliminate fraud, waste, and abuse across all components of the program
- Optimize federal block and discretionary grant funding to advance Medicaid programming and systems

Solutions:

STRATEGY 2.1

Finalize roadmap, detailing the modernization of AHCCCS' Medicaid Enterprise System (MES).

PERFORMANCE MEASURE 2.1.1

Percent of roadmap milestones completed.

STRATEGY 2.2

Improve transparency into delivery system performance.

PERFORMANCE MEASURE 2.2.1

Number of hits to system level dashboards posted on the agency website on or before 6/30/23.

Issue 3 Maintain core organizational capacity, infrastructure and workforce planning that effectively serve AHCCCS operations

Description Maintaining core organizational capacity, infrastructure and workforce planning is crucial to our ability to meet any of our goals or objectives. Therefore, in FY23 we will continue to focus on:

- Improving employee engagement
- Increasing employee retention rates
- Preventing disruption in program operations by investing in human resource tools and programming

Solutions:

STRATEGY 3.1

Improve employee engagement.

PERFORMANCE MEASURE 3.1.1

Percent of engaged employees as determined by the state employee engagement survey.

STRATEGY 3.2

Reduce the amount of time positions remain vacant.

PERFORMANCE MEASURE 3.2.1

Average number of days from a position being vacated to the offer acceptance date.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	2,355.3	2,355.3	2,355.3
General Fund	2,678,328.2	2,862,928.3	3,056,831.7
Other Appropriated Funds	392,328.1	398,895.8	405,761.6
Non-Appropriated Funds	3,067,362.8	3,163,124.0	3,263,731.0
Federal Funds	18,732,433.6	19,636,235.0	20,585,730.3

Program Summary

ADMINISTRATION

Jami Snyder, Director
Phone: (602) 417-4458
A.R.S. Title 36; Title XIX, SSA

Mission:

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

Description:

The Administration contracts with health plans that agree to accept a capitated monthly payment for the cost of providing medical care to enrolled members. Responsibilities of Administration that relate to health plans include rate negotiations, financial and operational oversight of health plans, and quality of care assessments. The Administration also manages a fee for-service payment system that covers medical bills for American Indian and Alaska Native enrolled members and emergency services for qualified aliens. Additional responsibilities of the Administration include the development and maintenance of a Medicaid management information system, coordination of provider or eligibility grievances, policy development and research, agency financing and accounting, agency monitoring, third party liability recovery, and eligibility determinations for the Arizona Long-Term Care System (ALTCS) and KidsCare. Eligibility for the AHCCCS contracts with the Department of Economic Security to conduct all eligibility determinations outside of ALTCS determinations.

This Program Contains the following Subprograms:

- ▶ Central Administration
- ▶ Pass-thru to Other State Agencies
- ▶ Division of Health Care Management
- ▶ Division of Fee-for-Service Management
- ▶ Division of Member Services

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	61,922.2	72,747.0	73,769.4
Other Appropriated Funds	4,654.1	6,768.7	6,539.4
Other Non Appropriated Funds	142,404.0	194,268.2	191,343.4
Total Funding	208,980.3	273,783.9	271,652.2
FTE Positions	1,866.8	1,852.8	1,852.8

Subprogram Summary

CENTRAL ADMINISTRATION

Jami Snyder, Director
 Phone: (602) 417-4458
 A.R.S. § 36-2901

Mission:

To maintain core organizational capacity, infrastructure and workforce planning that effectively serve AHCCCS operations.

Description:

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

- (1) The Office of the Director provides the overall policy direction for the agency, dedicating specific staff to continuous improvement and strategic plan coordination;
- (2) The Division of Community Advocacy and Intergovernmental Relations houses all of the functions that interface with our members, family members and other stakeholders;
- (3) Human Resources and Development addresses training, personnel assistance, guidance on organizational development, recruitment, retention, and equal opportunity;
- (4) The Office of Inspector General (OIG) is responsible for and must coordinate activities that promote accountability, integrity, and the detection of fraud, mismanagement, abuse, and waste in AHCCCS, and is a criminal justice agency as defined by Arizona state law.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	17,295.6	22,810.0	23,832.4
Other Appropriated Funds	1,049.4	5,498.9	5,269.6
Other Non Appropriated Funds	43,610.1	72,658.0	69,733.2
Total Funding	61,955.1	100,966.9	98,835.2
FTE Positions	389.8	389.8	389.8

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Increase in Employee Engagement	85	87	83	85	N/A

Explanation: Lowered estimate for FY23 based on FY22 results.

Subprogram Summary

PASS-THRU TO OTHER STATE AGENCIES

Jami Snyder, Director
 Phone: (602) 417-4458
 A.R.S. Title 36, Title XIX, SSA

Mission:

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

Description:

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

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

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	30,974.8	36,106.6	36,106.6
Other Appropriated Funds	2,494.9	160.0	160.0
Other Non Appropriated Funds	64,606.4	87,009.8	87,009.8
Total Funding	98,076.1	123,276.4	123,276.4
FTE Positions	868.0	854.0	854.0

◆ **Goal 1** To improve the timeliness of eligibility determinations

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Timeliness of eligibility determinations	18.61	21	19.47	21	21

Subprogram Summary

DIVISION OF HEALTH CARE MANAGEMENT

Maureen Sharp, Assistant Director
 Phone: (602) 417-4820
 A.R.S. Title 36; Title XIX, SSA

Mission:

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

Description:

The Division of Healthcare Management (DHCM) serves as the main point of contact for AHCCCS contracted health plans, including health plans responsible for the AHCCCS Complete Care, AHCCCS Complete Care - Regional Behavioral Health Agreement, Arizona Long Term Care System and Children’s Health Program product lines. It ensures that the health plans continue to be viable economic entities while providing quality health care to members. In addition to regular on-site audits, health plans have periodic reporting requirements to DHCM such as utilization of service, financial statements, network participants, and grievance and appeals. DHCM, with the assistance of actuaries, is responsible for developing and negotiating contracts with health plans as well as rate setting and encounter reporting. In addition, for purposes of monitoring performance and quality of care, there are sections for clinical research and data management, as well as clinical quality management.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,689.3	3,689.3	3,689.3
Other Appropriated Funds	956.1	956.1	956.1
Other Non Appropriated Funds	9,791.7	9,791.7	9,791.7
Total Funding	14,437.1	14,437.1	14,437.1
FTE Positions	143.0	143.0	143.0

◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of health plan expenditures on Administration	81.65	58.50	7.17	7.50	7.50

Explanation: For FY23 changed from spend in alternative payment models to spend on administration.

Subprogram Summary

DIVISION OF FEE-FOR-SERVICE MANAGEMENT

Markay Adams, Assistant Director
 Phone: (602) 417-4616
 A.R.S. Title 36; Title XIX, SSA

Mission:

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

Description:

The Division of Fee for Service Management (DFSM) is responsible for the clinical, administrative and claims functions of the Fee For Service Population (FFS), including American Indians enrolled in the American Indian Health Program (AIHP), members enrolled with the Tribal Regional Behavioral Health Authorities (TRBAs) for behavioral health services, members in the Tribal long term care programs, DDD-Tribal Health Plan (THP) members, and individuals in the Federal Emergency Service population (FES). DFSM pays fee for service provider claims, prior authorizes certain medical and behavioral health services to ensure for medical necessity and within the scope of AHCCCS coverage, provides ongoing training, completes clinical claims reviews, and implements care coordination activities for the FFS population, including the American Indian Medical Home (AIMH) program.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,654.8	1,833.4	1,833.4
Other Appropriated Funds	115.9	115.9	115.9
Other Non Appropriated Funds	3,376.4	3,789.3	3,789.3
Total Funding	5,147.1	5,738.6	5,738.6
FTE Positions	98.0	98.0	98.0

◆ **Goal 1** To streamline claims processing

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of Fee-For-Service claims adjudicated within 30 days	99.52	97	99	97	97

◆ **Goal 2** To increase care coordination for the fee for service population

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of American Indian Health Program members empaneled with an American Indian Medical Home	25.9	30	27.6	31	32

Subprogram Summary

DIVISION OF MEMBER SERVICES

Joni Shipman, Assistant Director
 Phone: (602) 417-7631
 A.R.S. Title 36; Title XIX, SSA

Mission:

To assist AHCCCS-eligible members in accessing health care.

Description:

The Division of Member and Provider Services (DMPS) determines Medicaid eligibility for: Long Term Care, Freedom to Work, Aged, Blind, and Disabled programs, Medicare Savings Program, Breast and Cervical Cancer Treatment Program, and KidsCare (State Childrens’ Health Insurance Program). We coordinate with the Arizona Department of Economic Security (DES) for Title XIX and XXI eligibility and oversee the Intergovernmental Agreement (IGA) with DES. DMPS has 500 team members and nine ALTCS offices statewide: Casa Grande, Chinle, Cottonwood, Flagstaff, Kingman, Phoenix, Prescott Valley, Tucson, and Yuma.

DMPS provides contract management and technical support of the HEAplus System including system requirement change requests and testing as well as oversees all HEAplus operations. DMPS develops and clarifies eligibility policy and procedure, develops training for Medicaid programs and conducts CMS required reviews and audits.

DMPS provides call center support for members, community assistors, providers and justice stakeholders. We resolve issues through our client advocate and/or appeals units. A team of medical professionals determine enrollment for Children’s Rehabilitative Services (CRS). DMPS also processes requests to enroll as an AHCCCS registered provider and ensures maintenance and periodic revalidation of the 100,000 active Medicaid providers.

DMPS also has a team that supports the division by providing: administrative support, reporting and meeting support; coordinating purchasing activities; translations and mailings; coordinating activity with the 9 ALTCS sites statewide; oversight of the division budget; leading recruitment and other talent related tasks. This team houses the division AMS champion and all contributions are in support of the DMPS team.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	8,307.7	8,307.7	8,307.7
Other Appropriated Funds	37.8	37.8	37.8
Other Non Appropriated Funds	21,019.4	21,019.4	21,019.4
Total Funding	29,364.9	29,364.9	29,364.9
FTE Positions	368.0	368.0	368.0

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of applications processed on time	93	88	85.50	88	88

◆ **Goal 2** To ensure compliance with federal Medicaid Eligibility Quality Control (MEQC) requirements.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Cost avoidance from Predetermination Quality Control Program (in millions)	22.4	26.8	0	0	0

Explanation: No savings in FY22 due to PHE; unable to project future savings at this time.

Program Summary

AZ LONG TERM CARE SYSTEM (ALTCS)

Nancy Armendariz, Administrator
 Phone: (602) 361-9583
 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 Individuals with Intellectual Disabilities, residential treatment settings, alternative residential settings, and a wide range of home and community-based services.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	236,051.9	315,915.5	324,622.2
Other Appropriated Funds	7,578.4	7,578.4	7,578.4
Other Non Appropriated Funds	4,958,763.5	6,445,627.9	6,214,368.7
Total Funding	5,202,393.8	6,769,121.8	6,546,569.3
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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of members utilizing home and community based services	91.1	87	0	90	0

Program Summary

ACUTE CARE

Jakenna Lebsock, Assistant Director
Phone: (602) 417-4229
A.R.S. Title 36; Title XIX, SSA

Mission:

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

Description:

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

This Program Contains the following Subprograms:

- ▶ Traditional Services
- ▶ Hospital Payments

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,278,557.0	1,611,694.9	1,809,280.0
Other Appropriated Funds	57,002.3	224,038.3	224,038.3
Other Non Appropriated Funds	5,942,017.4	5,649,989.3	6,049,988.4
Total Funding	7,277,576.7	7,485,722.5	8,083,306.7
FTE Positions	0.0	0.0	0.0

Subprogram Summary

TRADITIONAL SERVICES

Maureen Sharp, Assistant Director
Phone: (602) 417-4820
A.R.S. § 36-2901.4(b)

Mission:

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

Description:

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

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,269,847.6	1,593,716.0	1,790,522.3
Other Appropriated Funds	57,002.3	224,038.3	224,038.3
Other Non Appropriated Funds	5,385,062.4	5,065,777.2	5,425,711.1
Total Funding	6,711,912.3	6,883,531.5	7,440,271.7
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide increased Medicaid BH services in school settings

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent increase in members receiving BH services in schools	-66	10	55.6	10	10

Subprogram Summary

HOSPITAL PAYMENTS

Maureen Sharp, Assistant Director
 Phone: (602) 417-4820
 A.R.S. § 36-2903.01(R)

Mission:

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

Description:

Disproportionate share (DSH) payments will be made to provide additional reimbursement to hospitals that serve a disproportionate share of low-income and Medicaid patients. Based on a formula established in federal and state law, payments may be made to the Arizona State Hospital and other public and private hospitals throughout Arizona. Funding Note: For Funding purposes, Safety Net Care Pool (SNCP) payments are included in DSH.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	8,709.4	17,978.9	18,757.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	556,955.0	584,212.1	624,277.3
Total Funding	565,664.4	602,191.0	643,035.0
FTE Positions	0.0	0.0	0.0

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

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent of dollars recouped after distribution (DSH)	0	0	100	100	100

Explanation: May be adjusted after reconciliation

◆ **Goal 2** To help support Graduate Medical Education (GME) through direct cost reimbursements.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent of timely payments made to hospitals with GME programs	100	100	100	100	100

Program Summary

PROPOSITION 204 - SENATOR ANDREW NICHOLS COMPREHENSIVE HEALTH INSURANCE COVERAGE ACT

Joni Shipman, Assistant Director
 Phone: (602) 417-7631
 A.R.S. Title 36, Title XIX, SSA

Mission:

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

Description:

Laws 2001, Chapter 344, authorized AHCCCS to streamline and simplify the expansion of Medicaid. This act expanded eligibility for persons with income at or below 100% of the Federal Poverty Level (FPL). On July 8, 2011, the program was placed on an enrollment freeze due to the economic downturn. On June 17, 2013, Governor Brewer signed into law the AHCCCS Restoration Plan. As a result, coverage was restored for childless adults eligible for AHCCCS under the voter mandated Proposition 204 and expanded to include coverage for adults from 100-133% of the federal poverty level, beginning January 1, 2014.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	147,966.1	162,079.4	168,890.1
Other Appropriated Funds	21,997.8	21,812.3	22,371.8
Other Non Appropriated Funds	6,714,953.0	6,269,839.4	7,114,274.4
Total Funding	6,884,916.9	6,453,731.1	7,305,536.3
FTE Positions	436.2	436.6	436.6

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Senator Andrew Nichols Comprehensive Health Insurance Coverage Act monthly enrollment	691,450	647,070	767,786	819,338	724,720

Program Summary

NON-TITLE XIX BEHAVIORAL HEALTH

Jakenna Lebsock, Assistant Director
 Phone: (602) 417-4229
 A.R.S. § 36-2912

Mission:

To provide behavioral health services to individuals not enrolled in Title XIX Medicaid coverage.

Description:

Effective July 1, 2016 the following Non-Title XIX behavioral health programs transferred from the Arizona Department of Health Services (ADHS) to the Arizona Health Care Cost Containment System (AHCCCS):

The Non-Title XIX program serving individuals determined to have a Serious Mental Illness (SMI) provides behavioral health services to adults who are not eligible to receive Medicaid Title XIX services. Specific covered services include mental health and substance abuse related treatment, rehabilitation, medical, support, crisis intervention, inpatient, residential, and day program services.

The Supported Housing program provides housing services that enable individuals to live in the community. These funds may be used to serve Title XIX-eligible individuals and Non-Title XIX populations.

The Crisis Services program provides emergency behavioral health assistance to persons in need. Services may include 24-hour crisis telephone lines, mobile crisis response teams, and facility-based crisis services.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	92,484.5	122,112.8	97,112.8
Other Appropriated Funds	2,250.2	2,250.2	2,250.2
Other Non Appropriated Funds	192,513.3	331,611.5	268,585.6
Total Funding	287,248.0	455,974.5	367,948.6
FTE Positions	33.1	58.9	58.9

◆ **Goal 1** To provide behavioral health services to individuals not enrolled in the Title XIX Medicaid program

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Non Title XIX Behavioral Health	31,845	31,845	46,349	47,276	48,221

Program Summary

CHILDREN'S HEALTH INSURANCE (CHIP)

Joni Shipman, Assistant Director
 Phone: (602) 417-7631
 A.R.S. § 36-2982

Mission:

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

Description:

This Title XXI program (KidsCare) was implemented in November 1998, covering uninsured eligible children up to the age of 19 with a gross household income up to 200% of FPL. It is delivered through contracted AHCCCS health plans. The program was placed on an enrollment freeze in January 2010 due to lack of funding for the program. The enrollment freeze was lifted in 2016. As of August 2022, over 66,000 individuals were enrolled in KidsCare.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	26,556.6	29,518.3	29,299.4
Other Appropriated Funds	143,193.1	117,734.4	120,665.2
Other Non Appropriated Funds	2,462.2	5,429.4	5,702.8
Total Funding	172,211.9	152,682.1	155,667.4
FTE Positions	0.0	0.0	0.0

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Children with access to primary care provider (previously reported as a percentage)	53,623	47,284	65,705	71,391	56,036

Explanation: *Due to the small population size, this data is no longer generated for the KidsCare population.

Program Summary

DIRECT SERVICE CLAIMING (DSC)

Markay Adams, Assistant Director
 Phone: (602) 417-4616
 34 CFR Part 300

Mission:

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

Description:

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

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

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	88,647.4	88,647.4	101,857.5
Total Funding	88,647.4	88,647.4	101,857.5
FTE Positions	0.0	0.0	0.0

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of participating Local Education Authorities (LEAs)	98	98	98	98	98

Program Summary

CHILDREN'S REHABILITATIVE SERVICES

Jakenna Lebsock, Assistant Director
 Phone: (602) 417-4229
 A.R.S. § 36-263

Mission:

To provide health care to children with complex needs who require specialized services coordinated by a multi-disciplinary team.

Description:

Children's Rehabilitative Services (CRS) provides medical care, rehabilitation, and related support services to AHCCCS-enrolled children diagnosed with one or more of the qualifying chronic and disabling conditions defined in state statute. In 2008, following a competitive bid process, ADHS sub-contracted management of the entire CRS program to Arizona Physicians/IPA (AP/IPA). APIPA already served as a contractor for three AHCCCS programs: the Acute Care program, the Arizona Long Term Care System Division of Developmental Disabilities (ALTCS/DDD) program, and the Arizona Long Term Care System Elderly and Physically Disabled (ALTCS/EPD) program. The current APIPA-CRS contract expires in 2012.

Effective January 2011, a process was initiated to integrate CRS into AHCCCS. This offers a way to ensure access to specialty care and the opportunity to consider more efficient coordination of services. AHCCCS is working to create a CRS integrated plan, effective October 1, 2013, that would manage care, not only for CRS conditions, but for ALL other medical and behavioral health conditions as well.

Program Summary

ACA ADULT EXPANSION

Joni Shipman, Assistant Director
 Phone: (602) 417-7631
 ARS 36-2901.07(A)

Mission:

To expand Medicaid coverage for adults age 19-64 with income from 100-133% of the federal poverty level, per the Affordable Care Act

Description:

The Supreme Court ruling on the Affordable Care Act (ACA) provides states multiple and complex opportunities with respect to the future of their Medicaid programs. With these opportunities in mind, Governor Brewer signed into law the AHCCCS Restoration Plan which restores Medicaid coverage to thousands of Childless Adults and provides coverage for adults age 19-64 between 100-133% of the Federal Poverty Level, beginning January 1, 2014.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	16,643.5	6,972.0	8,903.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,194,104.4	797,733.2	895,253.2
Total Funding	1,210,747.9	804,705.2	904,156.4
FTE Positions	0.0	0.0	0.0

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

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
ACA Adult Expansion monthly enrollment	197,718	174,490	191,006	181,652	135,100

Explanation: Coverage for this population will begin on January 1, 2014 and includes estimates for Childless Adult FES.

Agency Summary

COMMISSION ON THE ARTS

Anne L'Ecuyer, Executive Director
Phone: (602) 771-6520
A.R.S. § 41-982

Mission:

To foster and stimulate a statewide environment in which everyone can participate in and experience the arts.

Description:

The Commission on the Arts, in collaboration with the National Endowment for the Arts, makes strategic investments of public dollars to support the statewide arts and culture sector, helping Arizona communities attract and retain skilled workers and creative businesses. This public investment leverages additional contributions from the private sector, increasing the sustainability of Arizona's arts and culture sector and promoting statewide economic growth.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	5,000.0	5,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,576.8	7,690.7	7,634.6
Total Funding	5,576.8	12,690.7	12,634.6
FTE Positions	12.0	12.0	12.0

Issue 1 Arts and culture delivery agents need increased capacity to sustain quality service to residents of Arizona and the taxpaying public.

Description PLAN METHODOLOGY:

- This plan covers Fiscal Years 2019-2023. (During FY2023 the agency will conduct a comprehensive planning process to update its 5-year plan.)
- Strategic Issues 1-5 briefly outline key challenges facing the arts and culture sector.
- Goals/Desired Outcomes 1-5 are developed as ideal results for the Arizona arts and culture sector.
- Strategies (numbered "a" through "e-f") are developed as methods of action to address strategic issues.

Each Strategy is "coded" with any of the following which apply:

Leadership and Partnerships – LP

The Arizona Commission on the Arts is best known, statewide and nationally, as a leader in arts administration, a pacesetter in research and analysis, and as a catalyst for innovative partnerships in support of Arizona’s arts and culture sector. Leadership and Partnerships reflects the Arts Commission’s role as a leading arts policy and information source and as a catalyst brokering cross-sector and intra-sector partnerships.

Programs and Services – PS

The Arizona Commission on the Arts continually develops and offers professional development training and learning opportunities meant to enhance the skills of statewide delivery agents of arts and cultural programming, including individuals working in arts organizations, schools, and community service organizations as well as individual artists, educators, and arts patrons. Programs and Services support participation and learning in, through, and about the arts, meet identified needs, and positively impact agency grantmaking activities.

Strategic Funding – SF

The Arizona Commission on the Arts provides funding support to the Arizona arts industry through several established grantmaking processes. Grants are delivered to support applicant learning, promote artistic quality and authenticity, encourage responsible business practices, reach a broad range of Arizona citizens, and increase public participation and public benefit. Strategic Funding is distributed through transparent public processes constructed to ensure efficiency and accountability.

STRATEGIC ISSUE 1:

As stated in the Agency Description, the Arts Commission’s primary functions include providing leadership, programs, services, and grants to support the availability and sustainability of arts/culture and arts education programs. These functions are coincident with the agency’s statutorily required duties which include (ARS §41-982, §41-983):

- Stimulating the arts in Arizona by encouraging the study and presentation of the arts as well as encouraging public interest and participation;
- Working with arts organizations in the State to encourage public participation in and appreciation of the arts; and
- Encouraging public interest in the State’s cultural heritage and expanding the State’s cultural resources.

As a result of reductions to the Arizona Commission on the Arts’ overall budget, which occurred during the recession and have since been sustained, available state grant funding in support of these duties diminished greatly.

Arts organizations currently receiving grant support – 400+ nonprofit organizations across the state – now receive 50%

to 80% less support than in pre-recession years, when even at its peak level of funding Arizona's state arts agency funding support was far below the national average. The Arts Commission is focused on meeting the tremendous needs of these "delivery agents" of arts and cultural services in both monetary and non-monetary ways, as reductions in funding have given birth to other acute needs: for technical support, counsel, accountability training, and crisis management guidance, all of which the agency provides as a part of its core charter.

Through this work with and on behalf of Arizona's arts and culture sector, the Arts Commission seeks to increase the capacity of these delivery agents in service to the primary beneficiary of the whole of these efforts: residents of Arizona, the taxpaying public.

GOAL/DESIRED OUTCOME 1:

Creativity as a living natural resource within each Arizona resident and community: Arizonans can access vibrant, quality arts and cultural activities that nurture and celebrate the creative potential of individual Arizonans, as well as the creative assets and promise of every Arizona city, town, and neighborhood.

Solutions:

- a. Provide learning opportunities to delivery agents of arts and cultural programming to help them leverage assets, procure funding, develop and maintain audiences, improve the quality of products and services, honor Arizona's diverse cultural heritage, and deepen and expand their mission-focused service of communities through the arts. Example programs: Arts Learning Field Training, AZ Creative Aging, Cultural Data Project, artist and organization cohort programs, annual workshops and convenings. – LP, PS
- b. Continue to deliver grant funding to statewide arts organizations, schools, community service organizations, and individuals which demonstrate quality artistic programming, evidence of public benefit and public participation, and responsible fiscal practices. Example grant programs: Creative Capacity Grants, Arts Learning Grants, Festivals Project Grants, Lifelong Arts Engagement Grants, Career Development Grants, Artist Research and Development Grants. – SF
- c. Make focused financial and programmatic investments in both geographic and programmatic areas where demonstrable needs exist but where arts and cultural programming is scarce, nonexistent, or vulnerable. Example programs: Arts Learning Grants, AZ Creative Aging, AZ Creative Communities, Festivals Project Grants, artist and organization cohort programs. – LP, PS, SF
- d. Serve as Arizona's chief delivery agent – through technology, communications, publications, and expertise – for research and information related to arts resources, funding, and learning opportunities. Example services: Comprehensive website content and participatory social media efforts, newsletters, searchable website portals, interactive online technical assistance. – LP, PS
- e. Work to maintain, and grow, existing levels of public funding for the arts in Arizona, while developing more protected private funds sources supported by Arizona foundations, corporations, and individual donors. – LP, SF

Issue 2 Community-focused arts and cultural partnerships across Arizona must be nurtured and fortified.

Description STRATEGIC ISSUE 2:

Arizona arts and culture organizations have long provided great value to neighborhoods in rural, urban, and suburban communities, through increased civic engagement, improved community vitality, creative and aesthetic benefits, and increased local economic activity. Because of decreased financial investment from the public sector, local businesses, foundations and individuals, arts and culture organizations are seeking new partners, programmatic opportunities, and sources of revenue to allow them to continue co-creating positive outcomes in Arizona communities.

The Arts Commission seeks to build value for community-focused arts and cultural partnerships across Arizona; to demonstrate and showcase best practices; and to provide opportunities for intra- and cross-sector networking, resource-sharing and mutually-beneficial community outcomes.

GOAL/DESIRED OUTCOME 2:

Arts and culture as essential: Arts and cultural programs and organizations are considered societal cornerstones; their vital role is demonstrated and lifted up in myriad contexts.

Solutions:

- a. Conduct, aggregate, and provide access to best-practices research related to partnerships between arts delivery agents and community-based initiatives, government agencies, and other-sector local businesses. Counsel arts organizations, community organizations, and artists to utilize resources to fullest advantage. Example programs and services: AZ Creative Aging, AZ Creative Communities, partnerships nurtured through ongoing research and by counsel and leadership provided by Arts Commission staff; funding required for statewide travel, investment in research, related materials; resources aggregated, contextualized, and disseminated through communications vehicles. – LP, PS
- b. Activate and expand agency relationships with existing and nontraditional partners in order to facilitate collaborations between Arizona arts programs and other-sector initiatives. Example programs and services: AZ Creative Aging, AZ Creative Communities, partnerships nurtured by counsel and leadership provided by Arts Commission staff; funding required for statewide travel, and participation in sector-wide and other-sector initiatives. – LP
- c. Deliver grant funding to collaborative projects which employ quality arts and cultural programming in the pursuit of community-led outcomes. Deliver funding for this purpose in every Arizona county. Example grants and programs: AZ Youth Arts Council, Southwest Folklife Alliance, AZ Creative Aging, AZ Creative Communities, Arts Learning Grants, Festivals Project Grants. – LP, SF
- d. Provide opportunities for arts leaders, in particular next-generation arts leaders, to network with community officials, diverse cultural leaders, faith leaders, and local businesspeople. Example services: networking and integration opportunities provided through participation in other-sector initiatives and existing Arts Commission programs such as community workshops and trainings, artist and organization cohort programs. – PS

Issue 3 Statewide investment in arts learning (lifelong learning in, through and about the arts) is inadequate and must be strengthened.

Description STRATEGIC ISSUE 3:

Because of increased financial pressures on education at all levels, access to quality arts education opportunities within Arizona's in-school and out-of-school settings is at considerable risk. In addition, though Arizona students are expected to meet the Department of Education's Academic Standards in the Arts for preK-12 Arizona students, a significant number of Arizona schools are not financially prepared to provide adequate instruction in arts-based learning, and/or lack instructors qualified/prepared to provide satisfactory arts-based learning opportunities to students. Finally, arts and culture organizations (which provide significant arts learning opportunities to both preK-12 students and lifelong learners) face a dearth of funding support for arts-based education programs.

The Arts Commission seeks to build value for investment in lifelong learning in, through, and about the arts; to educate, prepare, and deliver critical funding to diverse statewide delivery agents of arts education programs and opportunities; and to incentivize engagement in innovative, current, and sequential arts learning opportunities for all Arizonans.

GOAL/DESIRED OUTCOME 3:

Quality arts learning opportunities in a variety of locations and across the age spectrum: Arizonans of all ages have access to quality, robust arts learning opportunities, whether in-school, out-of-school, or in community settings.

Solutions:

- a. Develop and provide innovative and current learning opportunities to delivery agents of statewide arts learning programs. Offer practical training to diverse arts education stakeholders and cultivate the next generation of arts educators. Example services: continue to provide training to teaching artists; develop additional formal professional development offerings for classroom teachers and representatives of arts organizations, focus on asset-based and creative youth development frameworks. – LP, PS
- b. Activate and expand partnerships with local, state, and federal arts education policymakers. Contribute as an expert conduit, providing research and information to policymakers, and then providing context to resources delivered to Arizona arts organizations, parents, classroom educators, art specialists, teaching artists, school administrators, and school boards. Example services: partnerships nurtured through ongoing research and by leadership provided by Arts Commission staff such as the Arizona Arts Education Data Project; funding required for statewide travel, investment in research, and related materials. – LP, PS
- c. Continue to deliver grant funding to quality arts programming which supports lifelong learning in, through, and about the arts, and to quality youth-centered arts programming. Example grants and programs: Arizona Youth Arts Council, Arts Learning Grants, Lifelong Arts Engagement Grants, AZ Creative Aging, Creative Youth Development Cohort. – SF
- d. Introduce incentives within grantmaking processes to challenge Arizona schools, arts organizations, and community organizations to broaden, deepen, and diversify their development and delivery of in school, out-of-school, and community-based arts learning programs. – LP, SF
- e. Make focused financial and programmatic investments in both geographic and programmatic areas where demonstrable needs exist but where arts education programming is scarce, nonexistent, or vulnerable. Example grants and programs: Arizona Youth Arts Council, Arts Learning Grants, Lifelong Arts Engagement Grants, AZ Creative Aging, Creative Youth Development Cohort. – LP, PS, SF

Issue 4 The contributions of Arizona's arts and culture sector workers are undervalued.

Description STRATEGIC ISSUE 4:

Artists, arts administrators, and arts educators provide substantial value to Arizona communities and are part of a significant labor market sector. According to Americans for the Arts' 2017 Creative Industries Report, Arizona is home to 14,522 arts-related businesses and 74,688 people employed in the arts sector. However, as a subsector of creative sector jobs, jobs in Arizona's nonprofit arts and culture sector, though increasing in numbers, are chronically undervalued and underpaid according to regional benchmarks.

The Arts Commission seeks to rebuild value for the contributions of Arizona residents working in the arts and culture sector; to demonstrate and showcase best practices; to provide opportunities for innovative, sequential professional development opportunities; and to foster a sector in which Arizonans can more successfully pursue their artistic goals.

GOAL/DESIRED OUTCOME 4:

Artists as vital contributors: Arizona residents can make healthy livable wages working in myriad facets of the arts. Support artists, makers, and tradition-bearers of all experience levels, living and working across Arizona to extend their valuable contributions.

Solutions:

- a. Continue to develop and deliver adaptive, sequential skills-building programs to Arizona artists and arts administrators to help them compete for local and national funding, increase professional capacity, promote their creative contributions to Arizona communities, and build support for the arts and arts education. Example programs: Arts Learning Field Training, Artist Investment Cohort, AZ Creative Aging, AZ Creative Communities, Cultural Data Project, annual workshops and convenings. – LP, PS
- b. Deliver grant funding and work to develop new funding programs in support of individual artists and administrators. Example grants: Career Development Grants, Artist Research and Development Grants, Master-Apprentice Awards in partnership with Southwest Folklife Alliance. – SF
- c. Introduce incentives within grantmaking processes to challenge Arizona arts organizations to meet regional benchmarks for artist and administrator pay and benefits. – LP, SF
- d. Promote and provide visibility to individuals working in the arts; connect Arizona arts professionals to other professional sectors to encourage partnership, mutual benefit and employment. Example services: providing visibility through AZ Creative Aging, AZ Creative Communities, artist and organization cohort programs, and myriad communications vehicles; formal networking opportunities. – LP, PS
- e. Nurture existing arts service organizations based on artistic disciplines and cultural initiatives; support the development of independent arts service organizations in geographic and programmatic areas where service organizations are scarce, nonexistent, or vulnerable. Example services: service organizations can be nurtured and incubated through strategic consulting services delivered by Arts Commission staff; funding required for statewide travel. – LP, PS

Issue 5 Statewide investment in arts and culture is inadequate must be strengthened.

Description STRATEGIC ISSUE 5:

Arizona arts organizations have long provided great value to Arizona corporate and small-business constituencies through individuals' and families' engagement in arts and cultural activities, improved quality of life indices, and measurable on-the-ground revenue-generating partnerships. However, the sector remains undercapitalized and resources are most often concentrated in urban centers. In Arizona, major foundation-funders of arts activities generally fund a cohort of approximately twenty organizations, with all but one located in the Phoenix and Tucson metro areas, the result being that for many arts organizations providing service in rural communities, Arts Commission support might be the only institutional support to which they have regular access.

The Arts Commission seeks to build value for arts and cultural investment with myriad constituencies; and to provide opportunities for intra- and cross-sector networking, resource-sharing, and mutually-beneficial community and financial outcomes to support increased access to resources statewide.

GOAL/DESIRED OUTCOME 5:

Strengthen statewide distribution of resources: Recognizing the arts industry's role in economic viability and enhanced quality of life, policies and practices are developed and implemented across the public and private spectrum to ensure arts-based resources and opportunities reach every part of the State.

Solutions:

- a. Work to maintain, and grow, existing levels of public funding for the arts in Arizona, while developing more protected private funds sources supported by Arizona foundations, corporations, and individual donors. – LP, SF
- b. Conduct ongoing evaluation of agency programs alongside community partners and those most affected by Arts Commission services, as part of a comprehensive commitment to an equitable distribution of resources and opportunities in better alignment with Arizona demographics and the geographic location of residents. – LP, PS, SF
- c. Serve as leading reliable resource for information and research related to cultural policy, emerging and hybrid business models, economic impact of the arts and culture industry, and public support for arts and culture. Promote opportunities to share research with Arizona's elected officials, small businesses, and corporate leaders. Example services: partnerships nurtured through ongoing research and by counsel and leadership provided by Arts Commission staff; funding required for statewide travel, investment in research, related materials; resources aggregated, contextualized, and disseminated through communications vehicles. – LP, PS
- d. Introduce incentives within grantmaking processes to encourage Arizona arts organizations to develop mutually beneficial and mission-supported partnerships with for-profit entities. Example initiatives: include the development of funding incentives within primary grants to arts organizations; AZ Creative Aging, AZ Creative Communities. – LP, SF
- e. Facilitate opportunities for arts leaders to participate in other-sector policy forums, convenings, and initiatives. Example services: networking and integration opportunities provided through participation in other-sector initiatives and existing Arts Commission programs such as community workshops and trainings; AZ Creative Aging, AZ Creative Communities. – LP, PS
- f. Develop communications strategies to focus and adapt agency messaging based on the needs and interests of diverse audiences and authorizers. Example services: Comprehensive website content and participatory social media efforts, newsletters, searchable website portals, interactive online technical assistance. – PS

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	15.0	16.0	16.0
General Fund	5,500,000.0	5,500,000.0	5,750,000.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	1,100,000.0	1,220,000.0	1,320,000.0
Federal Funds	1,100,000.0	1,200,000.0	1,300,000.0

◆ **Goal 1** To ensure Arizonans can access vibrant, quality arts and cultural activities wherever they live, and have opportunities to participate as practitioners, professionals, patrons, donors, and volunteers.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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Individuals benefiting from programs sponsored by Agency (in thousands)	9,054.3	8,000.0	5,157.7	7,000.0	8,000.0
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Explanation: Figures for this measure are compiled in our online grants systems from grantee self-reporting and represent individual engagements. FY2022 numbers reflect the acute impact of the COVID-19 pandemic on arts audiences and program participation.

Number of applications for community-driven projects received/number funded	599/453	450/380	555/388	475/390	575/475
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Explanation: Figures for this measure are compiled in our online grants systems.

Number of applications submitted by applicants identifying as organizations, individuals, or communities of color	184	175	294	300	350
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Explanation: Figures for this measure are compiled in our online grants systems from applicant self-reporting.

Percentage of applications submitted by applicants identifying as organizations, individuals, or communities of color funded	73	70	56	65	75
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Explanation: Figures for this measure are compiled in our online grants systems from applicant self-reporting. In FY2022 the agency saw a marked increase in applications, however the agency's funding remained static, making available funding insufficient to support the funding needs, accounting for the decrease in percentage of applications funded.

Number of applications submitted by rural applicants	196	185	228	325	350
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Explanation: Figures for this measure are compiled in our online grants systems.

Percentage of applications submitted by rural applicants funded	77	75	56	70	75
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Explanation: Figures for this measure are compiled in our online grants systems. The agency continues to see an increase in applications, however the agency's funding remained static, making available funding insufficient to support the funding needs, accounting for the decrease in percentage of applications funded.

Number of applications submitted by applicants that did not apply in previous year	172	100	240	150	200
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Explanation: Figures for this measure are compiled in our online grants systems.

Percentage of applications submitted by applicants that did not apply in previous year funded	40	45	40	35	35
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Explanation: Figures for this measure are compiled in our online grants systems.

◆ **Goal 2** To ensure Arizonans of all ages have access to quality, robust arts education opportunities, whether in-school, out-of-school, or in community settings.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of applications submitted for arts education programs/dollar amount funded (in thousands)	127/171.9	55/230.0	199/495.7	120/490.0	150/550.0

Explanation: Figures for this measure are compiled in our online grants systems.

Number of individual Arizona youth served by Commission programs and initiatives (in millions)	1.5	1.0	0.9	1.0	1.5
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Explanation: Figures for this measure are compiled in our online grants systems from grantee self-reporting and represent individual engagements.

- ◆ **Goal 3** To facilitate public and private investment in the arts and culture sector, and support efforts to build recognition of the sector’s role in economic viability and enhanced quality of life, such that diverse Arizona stakeholders invest in the arts and culture sector as partners, supporters, and champions.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total amount of state investment in arts participation opportunities (in thousands)	3,205.7	3,200.0	1,440.6	6,200.0	6,200.0
Explanation: Figures for this measure are constructed by adding the following State monies provided to the Arts Commission: Arts Trust Fund and General Fund appropriation, where applicable.					
Total amount of other public and private funds leveraged for arts participation opportunities/state investment (in millions)	222/2.3	200/2.5	220/1.0	230/5.7	275/6.0
Explanation: Figures for this measure are constructed as follows: Cumulative statewide arts budgets as entered into our online grants systems by grantees/Total State dollars granted to Arizona arts organizations and schools by the Arts Commission.					
Number of public policy forums in which the Commission participates in order to integrate the arts	79	75	92	150	225
Explanation: Figures for this measure reflect a subset of total leadership forums Arts Commission staff participate in annually as leaders in the field of arts and culture. This particular measure reflects participation and partnerships with non-arts entities.					
Number of outreach activities including site visits, public presentations, convenings and technical assistance	865	550	740	800	800
Explanation: Figures for this measure are compiled by Arts Commission staff and reflect the total number of workshops, convenings, panels, training sessions, and planning meetings led by the Arts Commission; the number of speaking engagements and panels involving Arts Commission staff; and the number of publications presented to the field as technical assistance.					
Number of Arizonans impacted by outreach activities (in thousands)	181.6	180.0	100.2	180.0	180.0
Explanation: Figures for this measure are compiled by Arts Commission staff and reflect the total number of people participating in workshops, convenings, panels, training sessions, and planning meetings led by the Arts Commission; the number of people attending speaking engagements and panels involving Arts Commission staff; and the number of people receiving publications presented to the field as technical assistance.					
Constituent satisfaction ratings (scale of 1-8)	7.0	6.80	6.8	7.0	7.2

Agency Summary

BOARD OF ATHLETIC TRAINERS

Karen Whiteford, Executive Director
 Phone: (602) 589-8353
 A.R.S. §§ 32-4101 to 32-4161

Mission:

To protect the health, safety, and welfare of the public by licensing and regulating individuals who provide athletic training services.

Description:

The Board of Athletic Training issues licenses for the athletic training profession and monitors closed licenses. The Board requires that licensees meet minimum standards of education, experience, and competence. The Board also investigates complaints and takes appropriate disciplinary action.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	109.8	157.3	154.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	109.8	157.3	154.0
FTE Positions	1.5	1.5	1.5

5 Year Plan

Issue 1 Improve eLicensing user interface and workflow.

Description The Board of Athletic Training implemented eLicensing in May of 2018. While this has reduced the amount of time required by Board staff to manually enter applications, there are many issues with the system that prevent the application submission and license issuance processes from being as fluid as they should be.

Solutions:

A.The Board will continue to work with ASET to fine-tune the eLicensing system or implement a new system.

Issue 2 Implement system to enable licensees to print license from email or website.

Description Athletic trainers must display their license in the workplace. The agency currently mails hard copies on parchment paper. Providing the ability to print their own license will reduce the number of days they must wait for their license in order to work.

Solutions:

Work with ASET and providers such as Salesforce, Thentia, AdobeSign, and Docusign to determine most secure and efficient process for providing licenses.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	1.5	1.5	1.5
General Fund	0.0	0.0	0.0
Other Appropriated Funds	157.3	157.3	157.3
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To ensure that licenses and renewals are issued in a timely manner.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Athletic Training licenses issued including initials and renewals.	848	848	798	900	900
Explanation: # of licensees reduced due to COVID-19					
Number of Licensees	986	996	886	1000	1000
Explanation: Represents licensees who held an AT license at any time in FY 2021.					
Number of license renewals received	739	736	681	800	800
Explanation: Reduced # of renewals due to COVID-19 AT job losses.					
Average calendar days to renew a license	7	7	7	7	7
Average calendar days to issue a license.	9	9	9	9	9

◆ **Goal 2** To investigate and adjudicate complaints within 120 days.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Complaints received	3	5	6	6	6
Disciplinary actions taken	3	4	1	1	1
Complaints resolved within 120 days	3	4	2	2	2

Explanation: Two complaints are still in progress.

◆ **Goal 3** To continually improve customer satisfaction by providing consistency in carrying out the Board's policies and procedures for licensing and regulation.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of athletic training complaints received	3	4	6	6	6
Percent of licenses issued within 10 days of approval.	100	100	100	100	100
Complaints resolved within 120 days	3	4	2	2	2
Customer Satisfaction rating (scale 1-5)	5	5	5	5	5

Explanation: Customer satisfaction rating scale is 1-5, rather than 1-8.

Agency Summary

ATTORNEY GENERAL - DEPARTMENT OF LAW

Mark Brnovich, Attorney General
 Phone: (602) 542-7000
 A.R.S. § 41-191

Mission:
To provide comprehensive legal protection to the citizens of Arizona and quality legal services to the State agencies by upholding the Constitution and enforcing the law in a fair and just manner.

Description:
 The Attorney General (AG) is a constitutionally established, elected position and holds office for a four-year term. The Attorney General is the legal advisor to all State agencies, boards, and commissions, except those few exempted by law. Other primary responsibilities include prosecuting and defending proceedings in which the State has an interest and rendering written opinions upon questions of law.

To fulfill these responsibilities, the Department of Law is divided into legal services and administrative operations. The legal divisions are the Child and Family Protection Division, Civil Litigation Division, Criminal Division, Solicitor General's Office Division, and the State Government Division. Each division is further organized into sections that specialize in a particular area of practice.

The Operations Division is responsible for administrative operations.

Legal, policy, administrative, and support functions are coordinated and promoted by the Department of Law Executive Office.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ LEGAL SERVICES	117,009.6	150,808.5	154,079.8
➤ CENTRAL ADMINISTRATION	23,778.6	28,433.9	19,803.2
Agency Total:	140,788.2	179,242.4	173,883.0
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	23,762.6	29,522.9	34,213.5
Other Appropriated Funds	53,383.2	75,781.5	65,731.5
Other Non Appropriated Funds	63,642.4	73,938.0	73,938.0
Total Funding	140,788.2	179,242.4	173,883.0
FTE Positions	1,065.4	1,103.9	1,156.4

Issue 1 To Defend the State from Criminal Activities

Description To disrupt and dismantle criminal organizations and aggressively prosecute criminals; reducing the financial power of criminal enterprises and continuing to serve as a national leader among the nation's Medicaid Fraud Control Units.

Solutions:

GOAL 1: To disrupt and dismantle criminal organizations and aggressively prosecute criminals.

STRATEGIES:

- Coordinate efforts with federal, state, local, and neighboring countries law enforcement.
- Provide technical assistance to other law enforcement agencies, including the use of financial transaction data, to develop evidence relating to underlying criminal activity.
- Cooperate with and build effective working relationships with federal agencies.
- Provide federal and state law enforcement agencies with training on relevant legal issues and investigative techniques.
- Aid in and conduct wiretap and undercover investigations, including the investigations and prosecutions of multi defendant, highly complex drug trafficking organizations.
- Specialize in fighting drug trafficking and money laundering through court-authorized electronic interception focused against Mexican cartels and United States-based transportation cells involved in the smuggling of drugs, weapons, and bulk currency across Arizona's southern border.
- Assist in the support of a chain of inter-related task forces in the Southwest Border area, concentrating on anti-money laundering enforcement at the highest levels.

GOAL 2: To reduce the financial power of criminal enterprises.

STRATEGIES:

- Dismantle racketeering enterprises through aggressive prosecution and the proper use of civil racketeering remedies.
- Remediate the economic injury caused by individuals and criminal enterprises who engage in profit-motivated felonies, thereby increasing the compensation ultimately provided to victims for their economic loss.
- Deprive criminal enterprises of property and profit that keep them in business.
- Specialize in complex financial prosecutions to reduce the financial power of criminal enterprises.
- Foster multi-jurisdictional collaboration to identify, investigate, and disrupt financial activities that facilitate cross-border violence and money laundering.
- Enhance coordination of the Southwest Border states' anti-money laundering efforts.

GOAL 3: To continue to serve as a national leader among the nation's Medicaid Fraud Control Units.

STRATEGIES:

- Work collaboratively with federal law enforcement partners including the Department of Health & Human Services Office of Inspector General (HHS-OIG), DEA and the FBI to prosecute Medicaid fraud related crimes.
- Combat the enormous problem of health care fraud related to prescription drug crimes.
- Investigate and prosecute cases that involve the falsification of medical records; the filing of false or inflated Medicaid billing claims; thefts and embezzlements from AHCCCS clients and health care institutions; the illegal diversion of prescription drugs by health care providers; and the physical, sexual and emotional abuse of residents being cared for in AHCCCS-funded facilities.

Issue 2 To Protect Vulnerable Citizens Against Crime

Description To promote the safety, economic sufficiency and well-being of children. Combat financial and physical abuse of Arizona's senior population. To promote and facilitate justice, healing and restitution for all of Arizona crime victims

Solutions:

GOAL 1: Promote the safety, economic sufficiency and well-being of children.

STRATEGIES:

- Protect children through effective litigation and efficient case management in dependency, guardianship, severance, and adoption proceedings.
- Provide training to AGO, DCS, and DES staff, DCS caseworkers and supervisors, members of the judiciary, and various child welfare system stakeholders throughout Arizona for effective case management.
- Increase enforcement activity in judicial and administrative establishment of new child support orders.
- Aggressively prosecute child exploitation cases.
- Increase investigative involvement and provide dedicated resources to focus on Internet Crimes Against Children, and to aggressively prosecute individuals found guilty of Internet-related and associated child abuse charges.

GOAL 2: Combat financial and physical abuse of Arizona's senior population.

STRATEGIES:

- Develop cases internally and work collaboratively with outside law enforcement agencies and other state teams in order to pursue and prosecute allegations of abuse and neglect, including those that take place within health care settings.
- Work closely with other law enforcement offices, state and local agencies, and senior-focused groups to assure an aggressive investigative and prosecutorial presence in the State.
- Provide a dedicated telephone number through which the public, other law enforcement agencies, caregivers and family members can report concerns and receive information and referrals.
- Offer educational opportunities around the state in which seniors can participate.
- Offer training and education to groups who have significant interactions with the senior population.
- Use the strengths, skills, and resources across AGO Divisions to ensure the success of the Taskforce Against Senior Abuse (TASA).
- Prosecute telephone solicitation and phone scam crimes initiated by individuals and companies targeting seniors.
- Initiate legislative remedies and provide federal strategies that will help reduce the number of unwanted and illegal phone calls.

GOAL 3: To promote and facilitate justice, healing and restitution for all of Arizona crime victims.

STRATEGIES:

- Improve the treatment of crime victims by exhibiting leadership, promoting public policy reforms where needed, and increase the quality of victim services through the administration of the Victims' Rights Program.
- Provide for efficient and effective delivery of quality services to victims during all stages of criminal prosecutions.
- Serve as a leader statewide on victims' rights issues through participation in networking events, leading the Victims' Rights Advisory Committee and through the provision of statewide victim's rights training.
- Investigate allegations of victims' rights violations statewide.
- Created programs that advance and enforce statewide uniformity and efficiency in following victims' rights in Arizona.
- Take a unique approach by combining state funding, program audits, technical assistance, training, compliance and collaboration in order to increase awareness statewide about victims' rights, as well as increase compliance with victims' rights statutes and the Arizona Victims' Bill of Rights.
- Competently and efficiently defend the State in all capital and non-capital appellate cases.
- Enhance written and oral advocacy skills through participation in training.
- Improve expertise in handling federal habeas litigation through participation in training related to federal appeals under 28 U.S.C. § 2254.

Issue 3 To Protect Consumers

Description To deter fraudulent business practices as a means to protect consumers against fraud and increase the amount of restitution recovered on behalf of Arizona consumers. To reduce the number of unwanted and illegal telephone solicitation calls received by Arizonans.

Solutions:

GOAL 1: To deter fraudulent business practices as a means to protect consumers against fraud and increase the amount of restitution recovered on behalf of Arizona consumers.

STRATEGIES:

- Investigate and prosecute violations of the Arizona Consumer Fraud Act and other state and federal consumer protection laws.
- Increase public awareness through consumer education and alerts, presentations, and the distribution of literature.
- Increase the amount of pre-litigation restitution recovered on behalf of Arizona consumers.
- Prioritize AGO consumer fraud recovery efforts on consumer restitution.
- Reform the multistate consumer fraud recovery process to focus on consumer restitution.
- Aggressively litigate against companies, individuals, and corporations that blatantly defraud or deceive Arizona consumers.

GOAL 2: To reduce the number of unwanted and illegal telephone solicitation calls received by Arizonans.

STRATEGIES:

- Work with and encourage the FTC to develop rules and guidelines allowing carriers and states to take a more proactive approach in blocking unwanted phone calls.
- To test and make available call-blocking technology to Arizona seniors.
- To aggressively prosecute Arizona companies that blatantly violate and disregard the Do Not Call List.
- Educate Arizona consumers on how to reduce the number of unwanted calls and what to do when they receive illegal telephone solicitation calls.
- Work with the Arizona Legislature to pass legislation giving Arizona some of the strongest consumer protection laws in the country.

Issue 4 To Provide Legal Services for State Agencies, Boards and Commissions

Description To provide a superior level of legal services to our client agencies, the public and the State of Arizona.

Solutions:

GOAL 1: To provide a superior level of legal services to our client agencies, the public and the State of Arizona.

STRATEGIES:

- Improve efficiency of legal services delivery through client relations meetings with agencies that frequently require our services.
- Provide advanced client agency training sessions in the areas of public records law, open meeting law, conflict of interest law, contracting and procurement law, and related legal restrictions on the activities of public officials and employees. Ethics training for elected officials and appointed agency heads is now available online for ease of access and updating.
- Maintain and enhance the Continuing Legal Education (CLE) programs currently being offered by the Solicitor General's Office Division.
- Reduce the need for outside counsel whenever possible, thereby preserving precious taxpayer resources.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	1,156.4	1,156.4	1,156.4
General Fund	29,522,900.0	29,522,900.0	29,522,900.0
Other Appropriated Funds	75,781,500.0	75,781,500.0	75,781,500.0
Non-Appropriated Funds	63,869,800.0	63,869,800.0	63,869,800.0
Federal Funds	10,068,200.0	10,068,200.0	10,068,200.0

Program Summary

LEGAL SERVICES

Leslie Welch, Operations Director
Phone: (602) 542-8046
A.R.S. § 41-191

Mission:

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

Description:

Legal services are provided through the following divisions of the Attorney General's Office: (1) Child and Family Protection Division; (2) Civil Litigation Division; (3) Civil Rights Division; (4) Criminal Division; (5) Solicitor General's Office Division; (6) State Government Division. The Child and Family Protection Division provides legal services to the Department of Economic Security and Department of Child Safety through the Protective Services Section, the Child Support Services Section, and the Civil & Criminal Litigation and Advice Sections. The Civil Litigation Division enforces the State's consumer protection and antitrust laws, enforces tobacco laws, and provides legal advice and litigation services to the executives and judicial branches. The Civil Rights Division enforces state and federal statutes prohibiting discrimination in employment, voting, public accommodations and housing. The Criminal Division prosecutes a broad array of crimes (including border-related crimes and crimes committed by organized criminal syndicates), using experienced criminal prosecutors and highly trained investigators. The Solicitor General's Office Division represents the State in capital and non-capital criminal appeals and federal habeas actions. The State Government 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 as well as enforcing environmental laws.

This Program Contains the following Subprograms:

- ▶ Civil Rights Division
- ▶ Criminal Division
- ▶ Child and Family Protection Division
- ▶ Civil Division

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	16,675.1	22,303.0	28,492.3
Other Appropriated Funds	46,827.5	68,483.4	65,565.4
Other Non Appropriated Funds	53,507.0	60,022.1	60,022.1
Total Funding	117,009.6	150,808.5	154,079.8
FTE Positions	977.5	1,012.1	1,064.6

Subprogram Summary

CIVIL RIGHTS DIVISION

Joseph Sciarrotta, Division Chief Counsel
 Phone: (602) 542-7778
 A.R.S. §§ 41-191 and 41-1401

Mission:

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

Description:

Civil Rights is a section of the Civil Litigation Division and its primary duty is to enforce state statutes that prohibit discrimination in employment, voting, public accommodations, and housing by investigating and litigating civil rights complaints. In addition, the section provides conflict resolution services and mediation programs statewide, including many court and agency programs. The section is responsive to complaints filed with the office and also is proactive by providing civil rights education.

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

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,387.3	1,295.0	2,931.3
Other Appropriated Funds	2,404.9	2,587.1	622.2
Other Non Appropriated Funds	1,054.6	1,825.2	1,825.2
Total Funding	4,846.8	5,707.3	5,378.7
FTE Positions	36.0	36.0	46.0

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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Number of cases investigated	1,593	1,300	1,437	1,450	1,200
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Explanation: More cases were filed with CRD in FY22 related to COVID mask requirements in public accommodations.

Number of cases resolved	1,041	850	846	950	850
Percentage of cases resolved using voluntary settlement agreements	11	12	14	12	12

Explanation: This number is reflective of our efforts to settle cases after filing lawsuits. CRD also hired experienced attorneys skilled in negotiation.

◆ **Goal 2** To identify major litigation and to obtain monetary relief and significant remedial relief as appropriate.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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Number of lawsuits	5	4	2	5	3
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Explanation: The number of settlements decreased due to more cases settling before litigation.

Number of lawsuits resolved	3	4	4	4	3
Percentage of litigation cases resolved using voluntary settlement agreements	100	40	80	40	60

Explanation: This number is reflective of our efforts to settle cases after filing lawsuits. CRD also hired experienced attorneys skilled in negotiation.

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of cases referred to mediation	835	850	714	850	750

Explanation: There was significant turnover in compliance officer staff that resulted in less cases referred to mediation.

Number of Civil Rights discrimination cases mediated	205	140	141	150	145
Percentage of Civil Rights mediations in which agreement was reached	48	45	51	45	45

Explanation: CRD trained all attorneys in mediation. This number is reflective of that training.

Maintain satisfaction rate of participants above 90 percent	0	95	100	95	95
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◆ **Goal 4** To increase public awareness of the State's laws against discrimination, arming them with the ability to avoid violating the Arizona Civil Rights Act and knowing how to use our office's resources if they are victimized.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of training presentations and outreach events	8	12	11	12	11

Subprogram Summary

CRIMINAL DIVISION

John Johnson, Division Chief Counsel

Phone: (602) 542-8482

A.R.S. §§ 41-191 and 21-427

Mission:

To protect the citizens of Arizona by successfully investigating, aggressively and fairly prosecuting cases involving sophisticated and complex financial crimes, human trafficking, identity theft-related crimes; technology crimes, gang-related crimes, drug traffickers, trafficking organizations, money launderers, and individuals involved in criminal enterprises within the State of Arizona. To provide high quality investigative support to the Attorney General's Office and to law enforcement agencies throughout the State. To promote and facilitate safety, justice, healing and restitution for Arizona's crime victims, and support statewide criminal and juvenile justice system entities in the administration of victims' rights laws.

Description:

Drug & Racketeering Enforcement Section (DRG): The Drug & Racketeering Enforcement Section combats major drug trafficking in Arizona. This includes prosecuting individuals and organizations that traffic in illegal drugs, money laundering of illicit proceeds and commit violent crimes. DRG works closely with law enforcement agencies from throughout the State and provides review and assistance in wiretap and undercover investigations. Additionally, the attorneys in DRG provide training on a statewide basis on issues involving search and seizure law, wiretap law, prosecuting cases involving children found at drug-related scenes, and courtroom testimony. Attorneys in DRG will also provide assistance to Arizona County Attorneys on complex, major drug cases.

Fraud & Special Prosecution's Section (FSP): The Fraud & Special Prosecution Section investigates and prosecutes white collar and organized fraudulent criminal activity, including but not limited to, identity theft-related crimes, human smuggling, mortgage fraud, high technology crimes, child exploitation through the use of computers, public corruption, securities fraud, computer fraud, financial exploitation of the elderly, telemarketing fraud, charity fraud, tax fraud, public corruption, insurance fraud, banking fraud, home improvement fraud, real estate fraud, employee embezzlement, gang related crimes and other types of financial crimes involving racketeering offenses. FSP also works closely with the Financial Remedies Section to insure that any ill-gotten moneys are subject to forfeiture. FSP attorneys also prosecute cases referred by other prosecutorial offices throughout the State when those offices have a conflict of interest.

Healthcare Fraud & Abuse Section (HCFA): The Healthcare Fraud & Abuse Section, also known as the Arizona Medicaid Fraud Control Unit, investigates and prosecutes health care fraud crimes that are aimed at the State's billion dollar Medicaid program known as AHCCCS. In addition, HCFA is charged with investigating allegations of abuse and neglect that take place within health care settings that receive at least a portion of their funding from the State's AHCCCS program. HCFA investigates and prosecutes cases involving the falsification of medical records, the filing of false or inflated Medicaid billing claims; thefts and embezzlements from AHCCCS clients and health care institutions; crimes related to the illegal diversion of prescription drugs by health care providers; and the physical, sexual, and emotional abuse of residents being cared for in AHCCCS-funded facilities.

Financial Remedies Section (FRS): The Financial Remedies Section (FRS) disrupts criminal enterprises and dismantles their organizations by prosecuting lawsuits charging them with racketeering offenses that give rise to the remedy of forfeiture. FRS effectively combats the impact of racketeering on Arizona's citizens and on legitimate commerce in Arizona. It does this primarily through forfeiture, which enables FRS not only to deprive organized crime of the property and profit that keep it in business, but also to use forfeited property and proceeds to fund future investigations and prosecutions of racketeering crimes. FRS conducts investigations of offenses relating to organized crime and racketeering, primarily money laundering, fraud, and drug trafficking; facilitates the seizure of property; manages the seized property; prosecutes lawsuits seeking forfeiture of the seized property; liquidates forfeited property; and distributes the proceeds to victims of racketeering crime and to law enforcement agencies for additional investigations and prosecutions of racketeering offenses committed by other criminal organizations.

Office of Victim Services (OVS): The Office of Victim Services is a service-oriented Section within the Criminal Division of the Attorney General's Office, established to directly serve crime victims and support the governmental and non-profit agencies who serve them. The OVS provides statutorily-mandated services to victims of various crimes being investigated and prosecuted by the AGO as well as those crime victims, statewide, who have requested notice with regard to direct and federal appeals and all appellate activity in death penalty cases. OVS staff also provides more than twenty types of non-mandated services to facilitate recovery from the personal and social effects of victimization. Additionally, OVS supports the courts and any state, county, and municipal law enforcement, custodial, prosecutorial, and correctional agencies that have duties established and defined by Arizona's victims' rights laws. These entities benefit from the OVS'

annual Victims' Rights Fund awards, as well as training and technical assistance that advance uniformity, efficiency, and victims' rights compliance. OVS is also responsible to review and resolve victims' rights complaints and promote compliance with Arizona Victims' Rights statutes and lead and participate in system improvement efforts through task forces, commissions, and workgroups.

Southern Arizona White Collar & Criminal Enterprise Section (SAWCCE): The Southern Arizona White Collar & Criminal Enterprise Section fights border-related crime by focusing its efforts against the Mexican cartels and U.S.-based transportation cells involved in the smuggling of drugs, weapons, money and humans across Arizona's southern border. SAWCCE also specializes in complex financial prosecutions, including mortgage fraud, securities fraud, and public corruption cases, along with identity theft, social security fraud, AHCCCS fraud, manufacturing of fraudulent credit cards, identity theft, and many other economic crimes. SAWCCE also emphasizes prosecution of elder financial exploitation crimes. SAWCCE attorneys also prosecute cases referred by other prosecutorial offices throughout the State when those offices have a conflict of interest.

Special Investigations Section (SIS): The Special Investigations Section consists of special agents, supervising agents, analysts, auditors and administrative personnel with specialized areas of experience unavailable from other law enforcement agencies. SIS is divided into six investigative units which function primarily within the following AGO Sections: Consumer Protection and Advocacy, Fraud & Special Prosecutions, Healthcare Fraud & Abuse, Border Crimes Enforcement, Financial Remedies and the Arizona Financial Crimes Task Force. SIS personnel provide expertise in the special areas of prosecution upon which the AGO has sole jurisdictional responsibility. Investigative assistance by SIS personnel is provided in the complex areas of white collar crimes, public corruption, consumer fraud, drug trafficking, human smuggling, environmental crimes, gangs and violence, medical fraud, abuse of the vulnerable, money laundering, forfeiture, tobacco violations and prosecution of crimes which occur in Arizona but the perpetrator has fled to the Republic of Mexico.

Criminal Appeals Section (CAS) & Capital Litigation Section (CLS): The primary function of these two Sections is defending the State of Arizona in appeals and federal habeas actions initiated by convicted felons. In non-capital appeals, the Criminal Appeals Section represents the State on direct appeal in the Arizona Court of Appeals and in the Arizona Supreme Court. The Section also represents the State in federal court cases arising from state-court convictions. The Capital Litigation Section defends the State in death penalty proceedings from the time a death sentence is imposed until the sentence is carried out or until the case is otherwise concluded. Those proceedings include the direct appeal, state post-conviction, and federal habeas corpus matters. Both Sections also provide trial and research assistance at the request of county attorneys.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	10,273.6	15,649.0	19,756.0
Other Appropriated Funds	10,176.9	21,685.0	15,837.1
Other Non Appropriated Funds	16,590.4	18,873.4	18,873.4
Total Funding	37,040.9	56,207.4	54,466.5
FTE Positions	268.4	288.1	318.1

◆ **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.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Death penalty cases open	114	120	111	120	120
Death sentences carried out	0	5	2	5	5
Percentage of capital case convictions upheld by the Arizona Supreme Court on direct appeal and in post-conviction proceedings	100	95	100	95	95
Percentage of death penalty sentences affirmed by the Arizona Supreme Court	100	95	100	95	95

◆ **Goal 2** To defend the State of Arizona in all non-capital appellate cases.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of briefs, habeas answers, petitions for review and responses to petitions for review, substantive motions and responses filed including evidentiary hearings and oral arguments.	599	640	531	640	640

Explanation: Statistics are for the Criminal Appeals Section only.

Average number of briefs, habeas answers, petitions for review and responses to petitions for review, substantive motions and responses filed including evidentiary hearings and oral arguments per attorney for non-capital cases	22	25	20	25	25
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Explanation: Statistics are for the Criminal Appeals Section only.

◆ **Goal 3** To aggressively investigate and prosecute drug, money laundering, gang and other related offenses that occur throughout the State of Arizona, to seek fair civil economic remedies to reduce the profit incentive of drug trafficking and to disrupt racketeering enterprises.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Cases open (SAWCCE & DRG Section Totals)	984	950	975	1,000	1,000
Opened cases resolved within the year (SAWCCE & DRG Section Totals)	366	400	429	450	450

Explanation: For FY2022, increase was due to the increased number of defendants sentenced. During FY2021 a large number of charged defendants were continued by the court to be later sentenced in FY2022.

Number of defendants charged (SAWCCE & DRG Section Totals)	305	335	711	750	750
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Explanation: Increase in FY2022 was due to large cases being charged with a multi number of defendants, including several wiretap investigations.

Number of child abuse victims (SAWCCE & DRG Section Totals)	6	5	8	5	5
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- ◆ **Goal 4** To investigate and prosecute complex financial fraud crimes and high technology crimes throughout the State of Arizona, which many cases are referred to this office due to other prosecution offices' limitation in manpower, experience or resources.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Cases open (SAWCCE, FSP & HCF Section Totals)	2,095	2,100	1,989	2,100	2,100
Opened cases resolved within the year (SAWCCE, FSP & HCF Section Totals)	676	750	949	750	750
Explanation: Increase in FY2022 was due to large cases being charged with a multi number of defendants, including several wiretap investigations.					
Matters reviewed but not opened (SAWCCE, FSP & HCF Section Totals)	249	100	273	100	100
Total victim losses (\$ millions) (SAWCCE, FSP & HCF Section Totals)	102	105	228	105	105
Explanation: For FY2022, increase in the estimate of victims' losses was due to large and complex cases involving numerous victims who suffered high dollar losses. For example, HCF Section had four new investigations with \$59,214,021 in losses to victims.					
Total number of victims (SAWCCE, FSP & HCF Section Totals)	4,382	4,300	4,197	4,300	4,300
Restitution ordered by the courts (\$ millions) (SAWCCE, FSP & HCF Section Totals)	23.5	10	9.6	10	10

Explanation: For FY21, increase in restitution ordered was due to restitution ordered on large, complex victim cases. For example, included in FY21 are several cases with restitution in excess of \$2 million dollars and the Tennison case where restitution was over \$9 million dollars.

- ◆ **Goal 5** To assist prosecutorial offices throughout the state by prosecuting matters that are referred due to conflicts of interest.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
County Attorney conflict of interest referrals (SAWCCE, DRG, FSP & HCF Section Totals)	33	30	4	10	10

Explanation: FY2022 had a decrease in county attorney referrals to the AGO.

- ◆ **Goal 6** To protect legitimate commerce from loss, prevent unfair competitive advantage based on criminal proceeds, reduce the financial power of criminal enterprises and compensate the victims of financially motivated crimes by dismantling racketeering enterprises through civil racketeering remedies.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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New Forfeiture cases opened	830	700	566	400	400
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Explanation: Decrease in FY2022 was due to new legislation that took effect in September 2021 that restricts forfeiture case investigations, forfeiture eligibility, and litigation. The FY23 and FY24 Estimates reflect a prediction of a continued decline but hopefully will plateau while police and prosecutors adjust to the longer term operation of the changed statutes.

Opened cases resolved within the year	745	700	764	600	600
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Explanation: The small increase in FY2022 occurred despite the FY2022 estimate that was based on the prediction that new legislation that took effect in September 2021 that restricts forfeiture case investigations, forfeiture eligibility, and litigation would cause a decrease. The FY2023 and FY2024 estimates reflect a prediction of decline but to a steady level while police and prosecutors adjust to the longer term operation of the changed statutes and any indicators of the effect on the number of cases that can be resolved each year.

Number of defendants (in rem/in personam)	816	750	757	600	625
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Explanation: The FY22 Estimate of a decrease in Number of Defendants that was based on prediction that new legislation that took effect in September 2021 that restricts forfeiture case investigations, forfeiture eligibility, and litigation would cause a decrease was correct. The FY22 Actual was nearly identical to the FY22 Estimate. The FY23 and FY24 Estimates reflect a prediction of another decline but to a steady level while police and prosecutors adjust to the longer term operation of the changed statutes and any indicators of the effect on the number of defendants resolved each year.

Amount forfeited to State (\$ millions)	9	9	7	6.25	6
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Explanation: Decrease in FY2022 is attributable to the decrease in Cases Opened and Number of Defendants. This resulted from the new legislation that took effect in September 2021 that restricts forfeiture case investigations, forfeiture eligibility, and litigation. Initial financial reports for the last half of FY2022 suggest that there will be an additional decline in FY2023 and potentially in FY2024. FY2023 and FY2024 will indicate how the longer term effect of police and prosecutors adjusting to the operation of the changed statutes will be reflected in this measurement in future years.

- ◆ **Goal 7** To support statewide prosecution and forfeiture efforts through training, research and property management support.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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Law enforcement training seminars	10	20	24	20	15
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Explanation: The increase in FY2022 was due to continued statewide trainings on the new legislation that took effect in September 2021 that restricts forfeiture case investigations, forfeiture eligibility, and litigation. Most trainings were concluded by the last month of FY2021. FY2023 and FY2024 estimates are based on the fact that FRS will be presenting more updates and Best Practices Training based on the initial results reported by police and prosecutors on their adjustments to the longer term operation of the changed statutes. FRS continues to experience high attendance numbers at its standard quarterly trainings for statewide law enforcement agencies and prosecutors working in forfeiture cases.

Financial inquiry assists	526	800	1,078	1,000	1,000
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Explanation: Increase in FY2022 was due to the number of complex investigations, interstate human sex trafficking and investigations involving complicit money remitter services as well as the introduction of additional interest in pursuing financial cases at the federal, state and local level law enforcement agencies.

- ◆ **Goal 8** To improve the treatment of crime victims in Arizona by exhibiting leadership, promoting public policy reforms where needed and increasing the quality of victim services and victims' rights compliance through the administration of the Victims' Rights Program (VRP).

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of victim service network events participated in	129	130	148	130	130
Total awards disbursed (\$ millions)	2.2	2.2	1.7	1.7	1.7
Explanation: Decrease in FY2022 is the result of decreased revenues into the Victims Rights Fund.					
Percent of VRP recipients in compliance with mandates	100	100	100	100	100
Number of trainings and presentations given	47	60	56	45	45
Explanation: Decrease from the estimate in FY2022 continued due to the COVID19 restrictions.					
Number of attendees at trainings and presentations	2,840	1,800	3,005	2,200	2,200
Explanation: Increase in FY2022 was a result of implementing webinar-based training due to the continued COVID19 restrictions. Although fewer trainings were offered, more attendees took advantage of the availability of the virtual training since they did not have to travel, weren't limited by date availability and also had more time to attend because of court shut-downs.					
% of victims' rights violation allegations responded to	100	100	100	100	100
% of Victims' Rights award recipients satisfied with the Victim's Rights Program	100	90	100	90	90
Number of agencies audited	0	8	6	8	8
Explanation: FY2022 began the virtual audit process implemented after COVID19 restrictions. The process was put in place in mid 2022 and there were staffing changes, which only allowed for six audits.					

- ◆ **Goal 9** 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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of victims served	9,890	11,000	9,665	11,000	11,000
Explanation: Decrease in FY2022 was due to fewer victim cases opened with OVS.					
Number of mandated services provided	35,390	31,820	42,667	31,000	31,000
Explanation: The service numbers in this area fluctuate yearly and are dependent on the number of cases in OVS, victim needs and defendant compliance. In FY2022, the number of mandated services increased due to continued services for investigation-based services provided.					
Number of non-mandated services provided	89,119	80,180	107,627	82,500	82,500
Explanation: The service numbers in this area fluctuate yearly and are dependent on the number of cases in OVS, victim needs and defendant compliance. In FY2022, the number of non-mandated service increased due to continued services for investigation-based services provided.					
Open restitution cases	418	350	390	400	400
Compliance checks of restitution orders conducted	1,068	1,700	1,141	1,200	1,200

◆ **Goal 10** To provide competent and timely investigations of criminal conduct.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Open cases	529	550	583	600	650
Law enforcement assists	75	85	77	80	80
Matters reviewed but not opened by Duty Agent	7,783	3,800	5,608	3,800	3,800

Explanation: In FY2021, SIS saw a spike in the number of matters reviewed, but not opened for full investigation and handled by the duty agents. A significant number of these matters arose out of our assisting the Arizona Department of Economic Security with complaints associated with pandemic relief funds. Individuals who were victims of fraud called the AGO to register a complaint and SIS would record the complaint in the system, then refer the cases back to DES for additional work/follow-up; sometimes, DES would refer the matter back to the AGO for investigation and/or prosecution. SIS also received a large number of complaints associated with the 2020 general election which also impacted SIS' numbers. While the spike in the numbers for FY22 were higher than the estimate, it is also representative of the two largest issues SIS faced from FY2021.

Subprogram Summary

CHILD AND FAMILY PROTECTION DIVISION

Virginia Gonzales, Division Chief Counsel
 Phone: (602) 542-9942
 A.R.S. § 41-191

Mission:

To provide the Department of Economic Security (DES) and the Department of Child Safety (DCS) 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 DES and the DCS. The Division provides these services through three distinct sections.

The Protective Services Section (PSS) provides comprehensive legal representation to the DCS throughout Arizona’s 15 counties with offices located in Flagstaff, Gila/Pinal, Kingman, Mesa, Phoenix I, Phoenix II, Prescott, Sierra Vista, Tucson and Yuma. PSS represents the DCS in all dependency, guardianship, termination and appellate proceedings brought for the protection of abused and neglected children. PSS handles cases in accordance with state and federal law designed to expedite dependency court proceedings and place children in safe, permanent homes.

The Child Support Section (CSS) represents DES’ Division of Child Support Services (DCSS). This includes establishing paternity and obtaining, modifying and enforcing child support orders to ensure the economic well-being of children. CSS also represents DCSS in appeals, complex litigation actions and provides comprehensive legal advice and support to DCSS in the 15 Arizona counties.

The Civil and Criminal Litigation & Advice Section (CLA) provides legal advice and representation in administrative hearings and state and federal courts to DCS on matters other than those handled by PSS and a myriad of programs within DES. Other than Child Support Services, CLA represents all DES programs (approximately 100) some of which include: Developmental Disabilities, Procurement, Unemployment Insurance, Collections, Supplemental Nutrition Assistance, Child Care Assistance and Licensing (developmental homes). CLA also represents DCS and DES in personnel and operations matters and prosecutes criminal cases relating to various DES program violations, including recipient benefit fraud, employee benefit fraud, employee embezzlement, as well as, all related appeals.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	17.7	350.0	371.5
Other Appropriated Funds	0.0	900.0	900.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	17.7	1,250.0	1,271.5
FTE Positions	2.0	2.0	2.0

- ◆ **Goal 1** To assist the DCS in protecting children from abuse and neglect by providing legal services and representation in compliance with the timeframes established by federal and state law.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of preliminary protective hearings within five to seven days of filing initial dependency petition	5,175	5,300	4,261	5,300	4,500

Explanation: There has been a decrease in the number of actual children in care. During the COVID-19 pandemic, the number of dependency petitions filed decreased, resulting in a decrease of preliminary protective hearings.

Number of dependencies filed by the DCS (including supplemental and in-home petitions)	4,687	5,000	4,162	4,500	4,500
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Explanation: In an effort to maintain the safety of youth while decreasing the number of youth removed from their homes and families, the DCS utilizes prevention programs, works closely with kin and relatives and implements safety plans. In FY2022, the total number of youth removed from their homes and placed in foster care decreased, resulting in a decrease in the number of dependency petitions filed.

Number of briefs filed by appellate attorneys in response to appeals filed by parties, appeals filed on behalf of DCS and special actions filed on behalf of DCS.	0	0	168	210	210
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Explanation: In FY2022, the total number of youth removed from their homes and placed in foster care decreased, the total number of dependencies decreased. As a result, in FY2022 there was a decrease in the number of responsive briefs filed.

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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Number of hearings held to establish a permanent plan within 12 months	7,062	7,200	6,930	7,200	7,200
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Explanation: In FY2022, the total number of youth removed from their homes and placed in foster care decreased. As a result, so has the number of permanency hearings.

Number of reunifications achieved (child back with parents)	3,084	3,000	2,717	3,000	3,000
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Explanation: The Department's objective and emphasis is to achieve family reunification. This includes providing a wide range of services and implementation of safety plans. Due to interruptions in family reunification services and parenting time that occurred during the pandemic the timelines are delayed and cases may remain open longer before permanency is achieved. In FY2022, the total number of youth removed from their homes and placed in foster care decreased, and as a result so has the number of reunifications.

Number of guardianships achieved (child placed with guardian)	652	650	593	650	650
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Explanation: The DCS has reassessed their permanency plans and is attempting to utilize more guardianships as case plans.

Number of terminations achieved (child removed from parents)	2,041	2,300	2,055	2,300	2,300
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Explanation: The Department's objective and emphasis remains in achieving a timely and safe permanency for youth in care. The DCS continues to focus on providing a wide range of services and safety plans in an effort to help parents achieve reunification. In FY2022, restrictions imposed due to the pandemic were lifted, and cases proceeded to permanency that had previously been delayed. As a result there was a slight increase in terminations.

- ◆ **Goal 3** To assist the DCSS in establishing paternity orders for families by providing legal services and representation in all stages of litigation.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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Number of children with paternity established	536	700	520	700	600
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Explanation: The number of children for whom a paternity order was established through court action decreased this year because of the COVID-19 pandemic. Due to COVID-19, from July 1 DCSS continued not to ask the court to enter default Paternity orders.

◆ **Goal 4** To provide legal representation in DES and DCS litigation and to prosecute and deter fraud.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Administrative, Civil and Appellate litigation resolved (cases closed)	1,018	1,000	800	900	1,000

Explanation: The number of cases closed is dependent on the number of cases referred to us by our client agencies, which fluctuates from fiscal year to fiscal year. In addition, it is not unusual for cases referred to our office in the latter half of one fiscal year to be set for hearing in the following fiscal year per the normal procedural course of these cases or for a hearing to take place in one fiscal year with a decision issued in the following fiscal year. An appeal may also be filed by the appellant in the following fiscal year. These factors will cause increases or decreases beyond what can be anticipated when calculating estimates for future fiscal years.

Civil Collection litigation resolved (judgments)	150	275	171	200	250
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Explanation: Case referrals continued to decrease during the COVID-19 pandemic and have not yet returned to pre-pandemic levels.

Criminal prosecutions completed successfully (sentenced)	177	280	189	280	300
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Explanation: Cases are not necessarily resolved in the year that they are filed because some defendants either cannot be served or they fail to appear and have warrants issued for their arrest. Defendants on warrant status can be arrested or may voluntarily come to court to have a warrant quashed in the years after the case was originally filed, resulting in their cases being resolved in subsequent years. These factors will cause increases or decreases beyond what can be anticipated when calculating estimates for future fiscal years. In addition, during the first half of FY21 in particular, there were decreases in cases referred for prosecution, cases filed, and cases sentenced as a result of COVID-19 and associated mitigation strategies. Due to DES staffing increases and the increase in unemployment insurance claims due to COVID-19, we expect increases in the number of criminal prosecution referrals going forward.

◆ **Goal 5** To generate funds for the State via criminal restitution and civil judgments.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Civil judgments (\$)	527,413	800,000	507,917	575,000	675,000

Explanation: Case referrals continued to decrease during the COVID-19 pandemic, resulting in a decrease in the total dollar amount collected.

Garnishment funds received (\$)	427,864	600,000	314,268	450,000	600,000
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Explanation: The decrease below estimate is due to a decrease in civil collections referrals and the corresponding decrease in civil collections judgments that give rise to garnishment proceedings.

Criminal restitution ordered (\$)	318,507	750,000	515,261	615,000	750,000
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Explanation: Cases are not necessarily resolved in the year that they are filed because some defendants either cannot be served or they fail to appear and have warrants issued for their arrest. Defendants on warrant status can be arrested or may voluntarily come to court to have a warrant quashed in the years after the case was originally filed, resulting in their cases being resolved in subsequent years. These factors will cause increases or decreases beyond what can be anticipated when calculating estimates for future fiscal years. In addition, during the first half of FY22, we did not see the increase in the number of criminal prosecution referrals that we expected, which impacted the number of sentences obtained and the total dollar amount of restitution ordered.

Criminal restitution received prior to sentencing (\$)	532,801	750,000	755,370	750,000	750,000
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◆ **Goal 6** To provide comprehensive legal advice to the Department of Economic Security and Department of Child Safety.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Hours of counsel and advice	32,284	31,000	31,018	31,000	31,000

- ◆ **Goal 7** To assist the DCSS in establishing child support orders for families by providing legal services and representation in all stages of litigation.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of New Child Support Orders	0	0	1,998	2,000	2,000

Explanation: CSS files and pursues Petitions to Establish Child Support as DCSS receives requests to establish child support from the public and refers the appropriate cases for litigation. The number of Orders Establishing Child Support decreased this year based on the number of requests received from the public and because numerous DCSS employees remain assigned to a necessary project to modernize and improve the efficiency of DCSS's services to the public.

- ◆ **Goal 8** To assist the DCSS in modifying child support orders for families by providing legal services and representation in all stages of litigation.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Modifications Resolved	0	0	1,885	2,000	2,000

Explanation: CSS files and pursues Petitions for Modification of Child Support as DCSS receives requests to review cases for potential child support modification from the public and refers the appropriate cases for litigation. The number of Orders Establishing Child Support decreased this year based on the number of requests received from the public and because numerous DCSS employees remain assigned to a necessary project to modernize and improve the efficiency of DCSS's services to the public.

- ◆ **Goal 9** To assist the DCSS in enforcing child support orders for families by providing legal services and representation in all stages of litigation.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Enforcement Petitions filed	0	0	734	700	700

Explanation: DCSS attempts to compel paying parents' compliance with child support orders through non-judicial means, but when that is not possible CSS files and pursues Petitions to Enforce Support as DCSS receives requests from custodial parents and reviews cases for judicial enforcement.

- ◆ **Goal 10** To represent the DCSS at evidentiary hearings.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of hearings attended	0	0	10,009	10,000	10,000

Explanation: The number of evidentiary hearings is dependent on the number of actions filed each year that require an evidentiary hearing. It is common for this number to change from year to year in light of the particular requests for litigation that the DCSS refers to CSS.

- ◆ **Goal 11** To track appeals related to child support cases

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Default performance measure	0	0	9	5	5

Explanation: The DCSS monitors and, when appropriate, participates in appeals regarding child support orders. The appeals in FY2022 were all brought by parents involved in the child support order.

◆ **Goal 12** To track request for legal advice given to DCSS

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of requests for legal advice	0	0	18,050	15,000	15,000

Explanation: CSS provides advice regarding specific cases and general policy issues for the DCSS based on applicable federal and state law. CSS also now advises the DCSS on the appropriateness of a judicial contempt action before filing, which contributes to the increased number of requests for legal advice.

Subprogram Summary

CIVIL DIVISION

Joe Sciarrotta (CLD) & Dawn Northup (SGD), Division Chief Counsel

Phone: (602) 542-7778

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 and provide legal advice and litigation services to the Executive and Judicial branches of State Government.

Use the discretionary power of the Office of the Attorney General to pursue those who prey upon the public and threaten the economic well-being of all Arizonans and provide legal advice and litigation services to the Executive and Judicial branches of State Government.

Protect the public from consumer fraud and provide advocacy and public education regarding consumer protection issues. Ensure that tobacco manufacturers and distributors comply with state laws and enforce the tobacco settlement that benefits state health programs. Protect competition and consumer welfare by enforcing Arizona's antitrust statutes. Promote and enforce Arizona's civil rights laws. Collect debts owed to the State of Arizona efficiently, expeditiously and fairly. Provide state-wide prevention education on a variety of topics and interact with the public through trainings and hosting public events.

Description:

The Division consists of attorneys and staff whose principal assignments focus on specialty areas of civil law. The Division also provides day-to-day legal services to a number of departments, boards, and commissions in the State of Arizona. The Division is divided into the Sections listed below.

Agency Counsel Section (ACS) – ACS provides legal advice and litigation services to the Office and a number of State agencies, boards and commissions including the Executive and Judicial branches of government. Some of the Section's clients include the Department of Administration, Administrative Offices of the Courts, Department of Corrections, Department of Gaming, Arizona State Retirement System, and Arizona State Lottery Commission.

Environmental Enforcement Section (EES) – EES provides advice, enforcement, litigation, and representation services related to state and federal environmental and natural resource laws. The Section represents the Department of Environmental Quality (ADEQ) in matters arising under state and federal laws pertaining to water quality control, air quality control, and waste management and remediation.

Education and Health Section (EHS) – EHS includes the Education and Health Units. The Health Unit provides legal services to the Department of Health Services including the Arizona State Hospital, the Division of Public Health Licensure, the Division of Public Health Preparedness, the Division of Public Health Prevention, and other health programs. The Health Unit also provides legal services to the Commission for the Deaf and the Hard of Hearing. The Health Unit does not represent AHCCCS or any local health department.

The Education Unit provides legal services to the Arizona Department of Education, the Arizona State Board of Education, the Arizona Commission for Postsecondary Education, the School Facilities Board, the Arizona State School for the Deaf and the Blind and the State Board for Charter Schools. The Education Unit does not represent any Colleges, Universities, or School Districts.

Employment Law Section (ELS) – ELS provides employment law advice and litigation support to state agencies and represents the State in employee appeals from personnel actions. Further, ELS defends the State, its agencies and employees in employment lawsuits brought by current, former or prospective employees. ELS also defends the State and Risk Management in contested workers compensation cases.

Licensing and Enforcement Section (LES) – LES provides legal services to more than forty State agencies, boards and commissions, most of which regulate professions, occupations or businesses. The Section provides legal advice to client agencies regarding their statutes and rules as well as open meeting law and public records issues. In addition, the Section provides litigation services by prosecuting administrative hearings against licensees and defending appeals of agency actions in the Superior Court and the Court of Appeals. Moreover, LES has adopted the role of Independent Advisor in addition to Prosecutor. This enables LES to provide a new level of service to its clients. Some of the agencies represented by the Section include the Accountancy Board, the Arizona Medical Board, the Dental Board, the Registrar of Contractors, the Department of Liquor Licenses and Control and the Nursing Board.

Liability Management Section (LMS) – LMS represents the State and its employees in Risk Management covered lawsuits that allege liability

for personal injuries, property damage and constitutional law violations.

Natural Resources Section (NRS) - NRS provides agency advice and representation to a variety of State agencies, but primarily the Arizona State Land Department (ASLD). ASLD manages over nine million acres of state trust land, so NRS' services relate to a myriad of issues, including urban and rural development, sales and long-term leasing, and grazing, mining, agricultural, utility, and transportation uses. Further, NRS represents the State where its agencies claim water rights in the two water adjudications, with water rights claims on state trust lands comprising the majority of those claims. The Section also provides legal counsel to the Arizona State Parks Board, the Department of Forestry and Fire Management, the State Mine Inspector, the Board of Geographic and Historic Names, and the Prescott Historical Society.

Public Law Section (PLS) - PLS serves the State of Arizona by providing legal advice and representation to a variety of state agencies. Some of these state agencies include the Department of Financial Institutions, Department of Veterans' Services, and the Arizona Exposition and State Fair Board.

Tax Section (TAX) – TAX advises the Arizona Department of Revenue on property tax, income tax, transaction privilege (sales) tax and various other tax areas, and represents the Department when taxpayers challenge their taxes in court and before the State Board of Tax Appeals and the State Board of Equalization. Tax also advises and represents the Arizona Department of Transportation on fuel tax and aircraft license matters as well as on all other tax issues that arise at that Department.

Transportation Section (TRN) – TRN represents the Arizona Department of Transportation in a number of areas, including eminent domain litigation, construction contract litigation, highway right of way encroachments, procurement contracts, vehicle license and driver license suspensions / revocations and related appeals. The Section also represents the Arizona Department of Public Safety in a number of areas including criminal history records, fingerprint records and clearance cards, procurement contracts, licensing and permit suspensions and revocations and commercial vehicle enforcement.

The responsibilities of the Division's civil sections include managing the State's civil appellate matters, and handling matters to protect the state's sovereignty from federal overreach including litigating complex cases involving significant constitutional and statutory interpretation, or institutional issues. The civil section also supervises the production of formal Attorney General opinions, as well as defending state statutes from legal challenges, handling election enforcement matters on behalf of the office, taking civil enforcement actions for improper expenditure of public monies, and handling legislative requests for investigation pursuant to SB 1487. The civil section also serves as a clearinghouse for lawyers throughout the Attorney General's Office on a variety of special projects, and providing policy support in the specific areas of ethics, specialized litigation, and key programs as prioritized by the Attorney General.

The Division's major duties are to enforce the administrative, consumer protection and antitrust laws. 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 also has client representation duties. The Division is divided into the Sections listed below.

Bankruptcy Collection & Enforcement (BCE): BCE provides debt collection representation for state agencies, boards and commissions. This includes representing the state when debtors file bankruptcy and owe back-taxes or owe the state for other debts.

Consumer Protection and Advocacy (CPA): CPA enforces the Consumer Fraud Act and other state and federal consumer protection laws. The Section handles complaints reported to the office by consumers. The Section also enforces laws that protect competition and consumer welfare. Another responsibility of the Section is to enforce the Tobacco Master Settlement Agreement and related statutes, which brings to Arizona approximately \$100 million each year. TEU also administers a robust Youth Tobacco Counter Strike Program.

Community Outreach and Education (CMO): CMO travels state-wide providing prevention education to more than 60,000 Arizonans annually. Staff work closely with schools across the state to educate children, parents and community groups on a variety of topics, including internet safety, suicide prevention, human trafficking, consumer scams, and life care planning, among other topics. CMO maintains interaction with the public through these trainings, in addition to responding to phone and email inquiries, building partnerships with outside organizations, and hosting public events. Outreach staff also maintains a network of neighborhood satellite offices and centers throughout Arizona. Satellite offices are staffed by volunteers trained to provide information and take complaints on consumer fraud, predatory lending, civil rights and other topics of community concern.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,996.5	5,009.0	5,433.5
Other Appropriated Funds	34,245.7	43,311.3	48,206.1
Other Non Appropriated Funds	35,862.0	39,323.5	39,323.5
Total Funding	75,104.2	87,643.8	92,963.1
FTE Positions	671.1	686.0	698.5

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Amounts recovered, generated, and/or saved (in millions of dollars)	210	125	231	100	100

Explanation: The amounts are a calculation of revenues received by the State Land Department from successful litigation, sales for cash or on terms, and long-term leases of state trust lands, for which the Attorney General’s Office provided assistance at the original transaction stage or on an ongoing basis. The year-to-year results vary based on number and size of transactions, as well as how much purchasers pay initially versus how much they finance. The FY 2020 figure reflects the postponement of a major transaction until Fall 2020. FY 2021 was an historically lucrative year for ASLD. Based on matters for which NRS is currently providing assistance, the FY 2022 estimate is a best guess based on uncertainty over whether and when certain transactions may be completed.

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average months in suit: per tort lawsuit - AGO	25	25	28	25	25
Explanation: The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.					
Average months in suit: per tort lawsuit - OSC	19	35	30	35	35
Explanation: The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.					
Average billable hours: per tort lawsuit - AGO	337	320	344	340	340
Explanation: The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.					
Average billable hours: per tort lawsuit - OSC	207	200	196	200	200
Average billable hourly rate: per tort lawsuit - AGO	104	100	92	100	100
Average billable hourly rate: per tort lawsuit - OSC	255	250	253	250	250
Average months in suit: per employment lawsuit - AGO	25	25	31	25	25
Explanation: The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.					
Average billable hours: per employment lawsuit - AGO	606	300	1,030	300	300
Explanation: The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.					
Average billable hourly rate: per employment lawsuit - AGO	157	160	176	160	160
Explanation: Actuals and estimates for Goals 2.9 and 2.10, for FY 2020 and 2021 were transposed on last year's submittal.					
Average billable hourly rate: per workers compensation matter: AGO	143	140	85	140	140
Explanation: The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.					

- ◆ **Goal 3** To provide the highest quality legal advice, representation, and training to the various agencies, boards, and commissions including but not limited to: Game and Fish, Departments of Administration, Corrections, Juvenile Corrections, Gaming, Racing, Arizona State Lottery Commission, Arizona State Retirement System and the court system.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Advice matters and files opened	428	500	445	500	450
Civil litigation files opened	258	275	262	275	275

Explanation: Slow down in regulatory activities for the agencies and reduced procurement protests. Some cases are more complex and require more time.

Cases resolved within the year	459	350	177	200	200
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Explanation: Cases that were more complex and required more time from the previous year were resolved this year. Increased diligence in closing cases that have been completed.

- ◆ **Goal 4** To improve client satisfaction and client relations through meetings with client directors and/or commissioners, and to provide training sessions in the areas of public records law, open meetings law, conflict of interest law, and related legal restrictions on the activities of public officials and employees.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Meetings with client agency directors and/or commissioners	495	375	374	375	375
Training sessions with clients	27	15	18	15	15

Explanation: Increased requests from client agencies for training on various subjects, including the establishment of the IRC and associated training.

- ◆ **Goal 5** To timely issue formal legal opinions.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Days to respond to a request for a legal opinion	64	120	56	120	120

- ◆ **Goal 6** To be responsive to public concerns about consumer fraud.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Complaints Opened	15,105	13,500	13,928	13,500	13,500
Complaints closed	14,366	13,500	13,314	13,500	13,500
Telephone calls received from the public	40,756	35,000	37,609	35,000	35,000

- ◆ **Goal 7** To deter fraudulent business practices as a means to protect consumers from fraud.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Judgments	22	15	23	15	15

Explanation: CPA resolved some long-running cases. Some multi-states in which it participated also resolved.

Consumer Restitution Awarded (\$ thousands)	30,815	10,000	12,723	10,000	10,000
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Explanation: CPA participated in two multi-states that returned meaningful relief to a substantial number of consumers. It also resolved a long-running matter that provided substantial relief to many Arizonans.

- ◆ **Goal 8** 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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Youth compliance checks conducted	213	2,000	2,730	2,000	2,000

Explanation: Due to the significantly reduced numbers in FY21 as a result of the pandemic, TEU dedicated maximum time to compliance checks in FY22 in an effort to increase numbers, resulting in 730 compliance checks above our goal number of 2,000.

- ◆ **Goal 9** To protect and promote competition for the benefit of Arizona consumers through enforcement of the Arizona Uniform Antitrust Act.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Restitution ordered for Arizona consumers and costs recovered in antitrust cases (\$ dollars)	116,146	75,000	3,063	75,000	75,000

Explanation: While CIPU is actively participating in a number of local and multi-state cases, its matters generally take years to investigate and resolve because of their complexity and the amount at stake.

- ◆ **Goal 10** To collect debts owed to the State of Arizona efficiently, expeditiously and fairly.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Revenue Increase Over Prior Year. FY18, FY19, FY20 (\$ millions)	11,000	8,000	8,000	8,000	8,000

Program Summary

CENTRAL ADMINISTRATION

Leslie Welch, Director of Operations
 Phone: (602) 542-8046
 A.R.S. § 41-191

Mission:

To provide administrative and policy support in addition to direction for the Department of Law and to collect debts owed to the State, provide budgetary, contract, accounting, financial control services and information technology support, and manage employee relations and process personnel actions, and provide centralized distribution to the Attorney General's Office.

Description:

The program is comprised of two areas: Executive Office and 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 and legislative and public affairs. The Operations Division is committed to providing premier employee services through clear communication, employee training, and centralized processes in Accounting, Budgeting, Human Resources, Procurement, Facilities Management, Information Technology and all logistical services.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	7,087.5	7,219.9	5,721.2
Other Appropriated Funds	6,555.7	7,298.1	166.1
Other Non Appropriated Funds	10,135.4	13,915.9	13,915.9
Total Funding	23,778.6	28,433.9	19,803.2
FTE Positions	87.9	91.8	91.8

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Administrative costs as a % of total costs	4.9	4.6	4.3	4.3	4.3

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Customer satisfaction rating for client agencies (scale of 1 to 8, with 8 the highest)	7.45	7.45	7.5	7.45	7.45

◆ **Goal 3** To retain professional, experienced staff whose skills serve both state residents and client agencies.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of agency staff turnover	19.9	18	27.5	18	23.7

Agency Summary

BARBERING AND COSMETOLOGY BOARD

Frank L. Migali, Executive Director
Phone: (480) 784-4632
A.R.S § 32-505(A-C)

Mission:

To ensure the public's health, welfare, and safety through education and enforcement of barbering and cosmetology laws and rules by the efficient regulation of establishments, schools, and individuals who practice barbering and cosmetology.

Description:

The Arizona Barbering and Cosmetology Board issues licenses to establishments, schools, and individuals who qualify by Universal Recognition Licensing, reciprocity, or through the administration of a written and practical examination. The Board performs health and safety inspections of barbering and cosmetology establishments, investigates consumer complaints, conducts hearings, and imposes enforcement action when appropriate. The Board also establishes health and safety standards, establishes educational and curriculum standards and oversight, and provides monthly classes on infection control and statutory and regulatory compliance for the licensees.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ BOARD OF BARBER EXAMINERS	0.0	2,864.8	2,864.8
Agency Total:	0.0	2,864.8	2,864.8

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	2,864.8	2,864.8
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	0.0	2,864.8	2,864.8
FTE Positions	0.0	29.5	29.5

5 Year Plan

Issue 1 Board Resources

Description Board Resources

Solutions:

The Arizona Barbering & Cosmetology Board, (BCB), must be able to effectively and continually improve and update services rendered to its licensees and consumers. The BOC provides, with great efficiency, services to approximately 98,893 licenses within the BOC's database, a number that had been kept at a steady pace of growth annually.

The BCB will continue to use Board Resources to educate consumers, licensees and Board Members, through circulars and website updates. Due to the Board's continued endeavors and provided education, we continue to see a reduction in serious injuries to Arizona Consumers.

Arizona State Board of Barbering and Cosmsetology

Fiscal Year 2023

H.B. 2029, State of Arizona, Fifty-Fifth Legislature, 2021

The Arizona State Board of Barbers and the Arizona State Board of Cosmetology will consolicate and become one Board, The Arizona State Barbering and Cosmetology Board, effective January 1, 2022.

Issue 2 System maintenance Support, Equipment Replacement, Enhancement, & Upgrades.

Description System maintenance Support, Equipment Replacement, Enhancement, & Upgrades.

Solutions:

Solutions:

The Arizona Barbering & Cosmetology Board (BCB) must continue to work on the efficiency and accuracy of licensee's electronic filling. Acquiring a new licensing system will allow BCB enhance the out dated functions and will allow user friendly and increase application on-line.

By 2024 – The BCB will need to purchase a new enterprise solution to replace our unfriendly and unfavorable database system.

BCB, database houses over 98,893 plus licensees, complaint files, student hours and inspections. The requirements for a new database must include customization of school student's hour report module, agency's online applications to include; renewals, first time applications, certifications and the mobile inspections module. The inspection mobile module would be partly in place but will require the agency's licensing database to allow the completion of the project.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	0.0	0.0	0.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

- ◆ **Goal 1** To consolidate barber and cosmetology performance measure. The Barber and Cosmetology Boards were consolidated on SFY 2022. The consolidated Board intends to review, update, and consolidate all performance measures during SFY 2023.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of complaints received	667	1550	975	800	800
Average number of calendar days from receipt of application to acceptance or denial	43	43	28	28	28

Program Summary	
BOARD OF BARBER EXAMINERS	
Frank L. Migali, Executive Director	
Phone: (480) 784-4632	
A.R.S. §§ 32-301 et seq.	

Mission:
To ensure the public's health, welfare, and safety through education and enforcement of barbering and cosmetology laws and rules by the efficient regulation of establishments, schools, and individuals who practice barbering and cosmetology.

Description:
 The Arizona Barbering and Cosmetology Board issues licenses to establishments, schools, and individuals who qualify by Universal Recognition Licensing, reciprocity, or through the administration of a written and practical examination. The Board performs health and safety inspections of barbering and cosmetology establishments, investigates consumer complaints, conducts hearings, and imposes enforcement action when appropriate. The Board also establishes health and safety standards, establishes educational and curriculum standards and oversight, and provides monthly classes on infection control and statutory and regulatory compliance for the licensees.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	2,864.8	2,864.8
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	0.0	2,864.8	2,864.8
FTE Positions	0.0	29.5	29.5

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
New examination applications accepted	770	770	700	700	700
Percent of examinations passed	85	85	90	80	80
Number of written examinations given	770	770	720	770	770
Number of practical examinations given	770	770	698	650	650
Number of new barber/instructor licenses issued	654.5	654.5	702	655	655
Number of new shop/school licenses issued	207	207	144	125	125

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of inspections conducted	80	1,700	0	900	900
Percent of total inspections passed	70	80	0	80	80
Number of complaints received	40	50	50	40	40
Avg. calendar days from receipt of complaint to start of investigation	14	14	15	14	14

◆ **Goal 3** To serve licensees in an efficient manner.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of calendar days from receipt of application to acceptance or denial	15	15	15	15	15
Administrative cost as a percent of total cost	5	5	5	5	5
Number of all licenses	11,000	11,500	12,262	11,500	11,500

Program Summary

BOARD OF COSMETOLOGY

Frank L. Migali, Executive Director
 Phone: (480) 784-4632
 A.R.S § 32-505(A-C)

Mission:

To ensure the public's health, welfare, and safety through education and enforcement of barbering and cosmetology laws and rules by the efficient regulation of establishments, schools, and individuals who practice barbering and cosmetology.

Description:

The Arizona Barbering and Cosmetology Board issues licenses to establishments, schools, and individuals who qualify by Universal Recognition Licensing, reciprocity, or through the administration of a written and practical examination. The Board performs health and safety inspections of barbering and cosmetology establishments, investigates consumer complaints, conducts hearings, and imposes enforcement action when appropriate. The Board also establishes health and safety standards, establishes educational and curriculum standards and oversight, and provides monthly classes on infection control and statutory and regulatory compliance for the licensees.

◆ **Goal 1** To establish standards for the professional practice of cosmetology.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average calendar days from receipt of completed application to issuance of license	28	28	28	28	28
Total individuals and establishments licensed	74,143	76,000	80,396	78,000	78,000

Explanation: This is total active licenses which was broken down with #5 & #6 as per recommendation of the Auditor General.

Total delinquent Individual and establishment licensed	17,320	12,000	14,817	12,000	12,000
Total Inactive individual licenses	28,925	25,000	5,360	6,000	6,000

◆ **Goal 2** To ensure swift, fair, and effective enforcement of statutes and rules governing the profession.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total inspections conducted	5,554	6,000	4,450	4,500	4,500
Total complaints and application denials	627	1,500	975	800	800
Average calendar days to resolve a complaint	120	120	120	120	120

◆ **Goal 3** To educate the consumers and cosmetology professionals about their rights, resolutions, and responsibilities among the cosmetology community, the public and the Board by delivering courteous, efficient service to the consumers, owners, and employees of state government.

◆ **Goal 4** To provide services through efficient government.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Constituents aided in transferring to another governmental jurisdiction or educational institution.	734	1,000	N/A	0	0
Licensees accepted through reciprocity from another state or country.	2,104	2,000	1,795	1,500	1,500
Percentage of applicants or license holders reporting very good or excellent.	95	95	N/A	0	0
Licensees accepted through universal recognition	349	450	232	200	200

Agency Summary

BOARD OF BEHAVIORAL HEALTH EXAMINERS

Tobi Zavala, Executive Director
Phone: (602) 542-1617
A.R.S. §§ 32-3251 to 32-3322

Mission:

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

Description:

The Board of Behavioral Health Examiners licenses and biennially renews licensure for approximately 15,212 behavioral health professionals, requiring these professionals to 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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,766.3	2,179.7	2,179.7
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,766.3	2,179.7	2,179.7
FTE Positions	17.0	20.0	20.0

5 Year Plan

Issue 1 The increased volume of licensure applications is impacting the processing time from application receipt to license issuance.

Description From FY18-FY22, the Board had a 71% increase in the number of applications. The anticipated volume is expected to continue to increase with the Board's changes in 2018 to A.R.S. § 32-3274 which regulates licensure by endorsement, and the Universal Recognition path to licensure passed in Laws 2019, Chapter 55. Additionally, there is an increased demand for behavioral health professionals.

Ongoing challenges related to the increased volume:

1. Increased documents, tracking, applicant follow-up and incoming phone/email traffic.
2. Prioritizing different types of applications and those in varying stages in the process is more challenging with the influx.
3. Increasing number of renewal applications.
4. Increased traffic in background investigations

Solutions:

The Board plans to address these challenges as follows:

1. The Board will continue to streamline application processing through increased use of electronic systems.
2. The Board will maximize new credentialing staff by restructuring responsibilities by duty type and level of complexity.
3. The Board will address increasing investigations with new staff, which will allow appropriate case assignment numbers.
4. The Board is continuing to LEAN the application process by eliminating inefficient or redundant procedures

Issue 2 Continued migration to conducting business electronically

Description The Board recognizes the need to move to a more paperless environment to assist the public with submitting information to the Board and help staff process incoming work more efficiently. The Board is working to develop an e-licensing system, which will allow individuals to apply for licensure through a web-based portal. This will eliminate manual data entry for applications, address changes, renewals, and other important data. This will increase efficiencies and streamline processes, while making the information exchange easier with the public.

Solutions:

The Board plans to continue evaluating processes and communication that can be moved to an electronic platform as follows:

1. Implement e-licensing system, allowing for a public facing portal.
2. Convert forms used by the public to an online platform.
3. Use digital signature programs to secure authorization on forms requiring signatures.
4. Improve the Board's digitization of records originally in paper format for archiving according to retention schedules.
5. Implement replacement for the Board's database, allowing for easier data collection and storage.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	20.0	20.0	20.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	2,179.7	2,179.7	2,179.7
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of application reviews completed within 180 days	99	99	99	99	99
Number of new and existing licenses issued	13,929	15,322	15,212	16,733	18,407
Administration as a percentage of total cost	5.0	5.0	5.0	5.0	5.0
Applications received	2,649	2,914	2,914	3,205	3,526
Individuals licensed	2,200	2,420	2,413	2,654	2,920
Renewals received	5,594	6,153	6,004	6,604	7,265
Average number of days to renew a license from receipt of application to issuance	8	8	8	7	7
Average number of days to process verifications	5	5	5	4	4
Verifications received	518	570	695	765	841
Numbers of inspections/investigations	687	758	818	900	990
Average days to resolve a complaint	186	186	163	180	180
Number of complaints received about licensees	180	198	183	201	221

Agency Summary

BOARD FOR CHARTER SCHOOLS

Ashley Berg, Executive Director
Phone: (602) 364-3091
A.R.S. §§ 15-181 to 15-189

Mission:

To improve public education in Arizona by sponsoring charter schools that provide quality educational choices.

Description:

The Arizona State Board for Charter Schools sponsors and regulates charter schools. The Board oversees the academic and operational compliance of charter holders and reviews the fiscal viability of the schools. The Board also continuously reviews applications for new and replication charter schools as well as renewal applications for existing schools.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,989.0	3,328.2	3,328.2
Other Appropriated Funds	82.8	0.0	0.0
Other Non Appropriated Funds	36.5	71.0	71.0
Total Funding	2,108.3	3,399.2	3,399.2
FTE Positions	25.0	25.0	25.0

Issue 1 Provide effective oversight of a charter’s academic performance and hold charters accountable for high achievement to ensure all schools in its portfolio are providing a quality learning environment that improves pupil performance

Description Laws 2012, Ch. 155 required that in implementing its oversight and administrative responsibilities, the Charter Board (“Board”) shall adopt a performance framework that includes “the academic performance expectations of the charter school and the measurement of sufficient progress toward the academic expectations.”

Statute requires the Board to ground its actions in evidence of a charter holder’s performance in accordance with its adopted performance frameworks. Successful implementation of the Board’s Academic Performance Framework relies on the State Board of Education’s A-F accountability determinations and the Arizona Department of Education’s school improvement designations. The Board calculates ratings using the A-F letter grades and school improvement designations for its schools under its Academic Performance Framework and provides monitoring and oversight for charters that do not meet the Board’s academic performance expectations. Oversight includes disciplinary action up to and including closure

Solutions:

To increase the quality of educational choices for students, the Board has hired additional staff to support its academic team. Additional funds were requested in prior fiscal years and were received to help ensure the Board can and will retain qualified staff to continue implementing processes and reviews within the Board’s Academic Performance Framework and Academic Systems Review. The Board will continue to improve academic rigor within its charter portfolio by holding schools accountable to the high expectations within its Academic Performance Framework and ensure disciplinary action is implemented with validity.

Due to the ongoing pandemic, state letter grades were not issued for FY2020 and FY2021. However, it is anticipated that letter grades will be released for FY2022 in the fall of FY2023. Therefore, during FY 2023, the Board will utilize state letter grades from FY 2022 in FY2023 when taking board action. Once state letter grades are issued, the Board will update each charter’s academic dashboard accordingly and will hold schools accountable based on those letter grades pursuant to the Board’s Academic Performance Framework. Staff will continue to conduct Academic Systems Reviews for charters in Interval Review.

Issue 2 Provide effective oversight of a charter’s operational performance and compliance- related expectations that a charter is required to meet through state and federal law, the charter contract, and administrative rule.

Description Laws 2012, Ch. 155 required that in implementing its oversight and administrative responsibilities, the Board shall adopt a performance framework that includes “the operational expectations of the charter school, including adherence to all applicable laws and obligations of the charter contract, and intervention and improvement policies.”

Statute requires the Board to ground its actions in evidence of a charter holder’s performance in accordance with its adopted performance frameworks. Under the Board’s Operational Performance Framework, for a charter holder to meet the operational performance expectations, it must have an overall rating of “Meets Standard” for the current fiscal year and the two prior fiscal years for which an overall rating was calculated and have no measure that receives a “Falls Far Below Standard” rating in the current year, as represented on its dashboard. Operational compliance oversight includes disciplinary action up to and including closure.

Solutions:

The Board will continue to improve operational compliance within the charter portfolio by holding schools accountable to the Operational Performance Framework, ensuring disciplinary action is implemented with validity, and providing guidance and information to charters related to operational compliance. Additionally, the Board previously requested and received additional funds to support staff to help maintain qualified staff to ensure compliance within the Board’s portfolio. Additional staff dedicated to the successful implementation of the Board’s Operational Performance Framework have been added to enhance monitoring and oversight of the charter portfolio. The Board will review and revise the Operational Performance Framework as a means to improve operational accountability within its charter portfolio by holding schools accountable to high expectations, as needed.

Issue 3 Provide effective oversight of a charter’s financial performance and expectations for ensuring that all charter holders are viable organizations with strong fiscal management practices.

Description During the 53rd Second Regular Legislative Session, the budget was passed with language requiring charters to meet the financial performance expectations set forth in the performance framework. House Bill 2263 amends A.R.S. §15-183 (2018) and gives the Board the authority to take action against a charter it sponsors based on its Financial Performance Framework. The Board updated its Financial Performance Framework and adopted rule and policy the Board can use for accountability purposes, including intervention and improvement policies. Statute requires the Board to ground its actions in evidence of a charter holder’s performance in accordance with its adopted performance frameworks. Effective September 2021, three probation risk levels were added to administrative rule to determine appropriate actions beginning with those charter holders that do not meet the Financial Expectations due to receiving Intervention ratings for two consecutive years based on the fiscal years 2020 and 2021 audits.

Solutions:

In July 2019, the Board implemented its new Financial Performance Framework and fiscal year 2020 transition plan, which was approved by the Board at the December 10, 2018 meeting. The Financial Performance Framework communicates the Board's expectations for ensuring that all charter holders in its portfolio are viable organizations with strong fiscal management practices. The Board will hire additional staff dedicated to the successful implementation of the new Financial Performance Framework. The Board will continue to improve financial compliance within the charter portfolio by holding schools accountable to the Financial Performance Framework and ensuring disciplinary action is implemented with validity. Financial compliance oversight includes disciplinary action up to and including closure.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	24.0	24.0	24.0
General Fund	3,747,700.0	37,477,000.0	37,477,000.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To continue to monitor and improve the Board’s Performance Frameworks and processes in order to meet the changing needs of the educational landscape and to ensure compliance and high expectations of the charter schools it authorizes.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Board sponsored charters with one or more sites in operation	413	430	422	430	430
Number of Board sponsored charter school sites in operation	545	572	542	550	550
Number of annual on-site monitoring visits	145	190	145	112	100
Explanation: Reflects first year, second year, interval review and renewal site visits only. Visits are conducted at the school level and based on the year in which the charter began operations. For FY2022 visits were conducted virtually and in person.					
Number of targeted on-site monitoring visits.	14	35	38	35	35
Explanation: For FY2022 site visits were conducted virtually and in person.					
Number of contract amendments processed annually not related to expansion.	668	700	922	900	900
Explanation: Separating expansion from non-expansion requests processed.					
Number of contract amendments processed annually for expansion.	45	75	30	50	50
Explanation: For FY20 and beyond expansions include: New School, Replication Applications, School Specific Change in Grades Served, Charter Grade Level Amendment, Arizona Online Instruction Program of Instruction Amendment, Adding Grade Levels to Charter Amendment, Grade Level Change to Charter Amendment Request, Enrollment Cap Increases.					
Number of charter holder annual audits reviewed.	411	413	412	410	410
Number of corrective action plans mandated based on fiscal or contractual noncompliance.	28	30	29	30	30
Explanation: Any non-compliance matter requiring further action by charter holder and the Board.					
Number of corrective action matters prepared for Board consideration.	18	30	20	20	20
Number of disciplinary actions that resulted in withholding of funds.	3	5	2	5	5
Number of Notices of Intent to Revoke Charter issued.	1	5	4	4	4
Explanation: Revocation proceedings cross fiscal years, but are only reported once.					
Number of charter contracts voluntarily surrendered.	4	10	14	10	10
Explanation: Only includes charter contracts voluntarily surrendered and approved by the Board.					
Number of charter contracts surrendered under duress, issued notice intent to revoke, and settled through the surrender agreement.	3	5	2	5	0
Explanation: Includes charters surrendered after a notice of intent to revoke was issued, under consideration of disciplinary action, current corrective action required, potential F rated school, etc.					

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of F rated schools evaluated.	0	0	0	5	5
Explanation: Pursuant to ARS §15-241, the Department of Education will assign letter grades to each public school in FY 2017 and beyond. The letter grades reviewed are from a year lagging. State letter grades were not issued by the Arizona Department of Education for FY 2020 or for FY 2021 due to the Covid pandemic					
Number of Consent Agreements entered.	12	15	13	15	15
Explanation: Measure changed in FY2022 to only include consent agreements entered into during the current physical year for additional monitoring.					
Number of charter contracts revoked.	0	5	1	3	3
Number of charter schools closed.	11	10	21	10	10
Explanation: Includes schools operated under surrendered and revoked charters, non-renewals, and other school closures that were approved by the Board during the fiscal year.					
Number of student record requests processed.	330	350	458	450	450
Number of five-year interval reviews, including renewals, completed.	161	93	93	92	100
Explanation: Each interval review is conducted at the charter holder level and includes an annual on-site monitoring visit for each school operated by the charter holder .For FY2022 site visits were conducted virtually and in person.					
Number of First-Year reviews completed	19	19	23	15	20
Explanation: New measure in FY18. A review of the charter holder and school in its first year of operation is reviewed prior to the on-site monitoring visit. For FY2022 site visits were conducted virtually and in person.					
Number of annual complaints regarding sponsored schools	190	250	104	100	100
Explanation: Complaints are reviewed for contractual compliance and processed accordingly.					
Number of D rated schools evaluated by staff.	0	0	0	50	50
Explanation: Pursuant to ARS §15-241, the Department of Education will assign letter grades to each public school in FY 2017 and beyond. The letter grades reviewed are from a year lagging. State letter grades were not issued by the Arizona Department of Education for FY 2020 or for FY 2021 due to the Covid pandemic.					

Agency Summary

DEPARTMENT OF CHILD SAFETY

Mike Faust, Director
 Phone: (602) 255-2500
 A.R.S. § 8-451

Mission:

To engage children and families successfully to ensure child safety, strengthen families, and achieve permanency.

Description:

The Department of Child Safety (DCS) is Arizona’s State-administered child welfare services agency. DCS provides child abuse and neglect investigations; child safety and risk assessments; family support, preservation, and reunification services; family foster care and kinship care services; services to promote the safety, permanence, and well-being of children in foster and adoptive families; adoption promotion and support services; and health care services for children in out-of-home care.

The primary purpose of DCS is to protect children. To achieve this purpose, the Department seeks to accomplish the following in equal priority: (a) investigate reports of child abuse and neglect; (b) assess, promote and support the safety of a child in a safe and stable family or other appropriate placement; (c) work cooperatively with law enforcement regarding reports that include criminal conduct allegations; and (d) without compromising child safety, coordinate services to achieve permanency on behalf of the child, strengthen the family, and provide prevention, intervention, and treatment for abuse and neglected children.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ INVESTIGATIONS AND OPERATIONS	285,629.9	307,436.7	326,400.2
➤ SUPPORT SERVICES	506,700.1	474,647.2	479,622.0
➤ OUT-OF-HOME CARE	188,418.7	252,378.7	266,105.1
➤ PERMANENCY	285,067.0	290,775.4	309,340.4
Agency Total:	1,265,815.8	1,325,238.0	1,381,467.7
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	392,082.3	472,867.2	509,125.1
Other Appropriated Funds	873,732.6	852,370.8	872,342.6
Other Non Appropriated Funds	0.9	0.0	0.0
Total Funding	1,265,815.8	1,325,238.0	1,381,467.7
FTE Positions	3,203.5	3,203.6	3,203.6

Vision

Children thrive in family environments free from abuse and neglect.

Mission

Successfully engage children, parents and the community to ensure safety, strengthen families, and achieve permanency.

Agency Description

DCS provides child abuse and neglect investigations; child safety and risk assessments; family support, preservation and reunification services, family foster care and kinship care services; services to promote the safety, permanence and well-being of children with foster and adoptive families; adoption promotion and support services; and health care services for children in out-of-home care.

Executive Summary

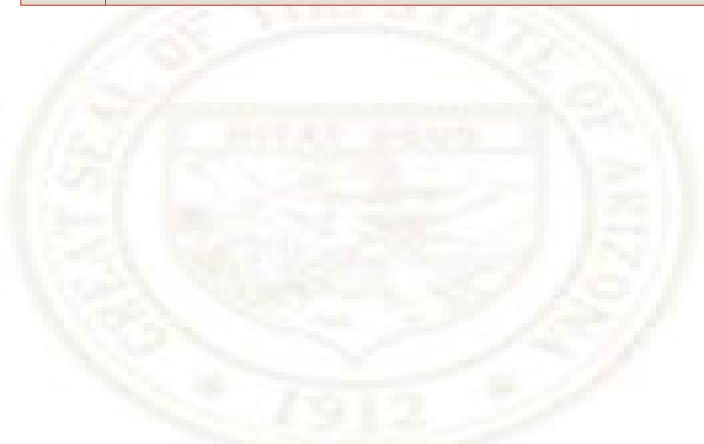
The Arizona Department of Child Safety (AZDCS) strategies, objectives, metrics, and initiatives have been developed and aligned to reach our vision through daily application of our shared values:

- **Safety** - *We are safety experts. We create physically and psychologically safe environments for children, families, caregivers, staff, and service providers. Our organizational culture provides safety to explore all ideas and topics, learn about other perspectives, and support one another.*
- **Compassion** - *We are Compassioners. Every day, we work with empathy and respect for all. We lead with kindness in understanding that families are influenced by their experiences. We treat every child, family and caregiver as if they were our own, and connect with people by seeking all points of view.*
- **Change** - *We are all born to grow. We are curious, open to change, and seek continuous improvement, driven toward our vision and mission.*
- **Accountability** - *We hold ourselves to the highest levels of professionalism. We embrace practice and process standards in order to provide the very best services consistently and efficiently, with transparency and privacy for children and families.*
- **Advocacy** - *When children can't speak for themselves, we can. As leaders in child well-being, we advocate to make the world a better place for children, while helping their families improve and heal. We champion actions that strengthen communities, families, and our staff.*
- **Family** - *Family reaches beyond the home. As the DCS family, we strengthen each other by connecting people with their communities so that all can thrive in a safe and supportive environment.*
- **Engagement** - *Engagement means listening and being responsive to earn the trust of all we encounter. Through engagement, we make discoveries together and build upon individual strengths. We involve families in decisions and help them find family-specific solutions.*
- **Teaming** - *The best decisions are made together. We use our collective knowledge and consider everyone's viewpoints to identify opportunities, solve problems, and provide the best possible outcomes, because child safety is a responsibility we all share.*

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	DCS culture that fosters and inspires mission-driven professionals who believe in and practice our shared values	2022	Exiting the pandemic and on the heels of the great resignation the needs of the workforce have evolved. Building from the monetary support provided, the Department will improve retention through appropriate work force flexibilities within a community facing organization, ensuring the rate of continuous improvement is appropriate, and staff are supported with career growth opportunities in a psychologically safe environment where management systems support continuous learning.
2	Design, implement and ensure fidelity of a service array that is individualized to strengthen families, cost efficient, and accessible by all who require support.	2021	Following implementation of a new service array, delivery systems have been impacted by staffing and resource availability. Efforts include problem solving long term resource solutions, maximizing Families First Prevention Services Act resources and improving the operational connectivity from the appropriate referral of a family in need to the service delivery system who can fulfill that need. Services impacted include those designed to improve parental protective capacities, protective factors and supporting young adults in voluntary extended foster care.
3	Every child is paired with a caregiver who receives necessary supports, and is able to meet the child's needs and support the child's permanency goal	2021	Following implementation of the Federally required Qualified Residential Treatment Programs, efforts resume on placing children who require out-of-home care in a family environment. These efforts are supported by an increase of financial resources and supports for kinship families furthering the ability to maintain children's family connections in their home community. Maximizing children with kinship family reduces demands on the limited number of community foster and adoptive families serving the system and who also require increased support.

#	Annual Objective	Objective Metrics	Annual Initiatives
1	DCS culture that fosters and inspires mission-driven professionals who believe in and practice our shared values	<ul style="list-style-type: none"> Employee turnover DCS Specialist and Supervisor turnover Increased proficiency in recognizing and managing bias during engagements 	<ol style="list-style-type: none"> Refine and implement a continuous and quality improvement process for identification, exploration, development and implementation of practice models Refinement of management systems in a hybrid (virtual/in-person) work environment. Develop and implement and career development pathways for field facing and non-field facing positions Development and deployment of cultural humility and empathy training
2	Design, implement and ensure fidelity of a service array that is individualized to strengthen families, cost efficient, and accessible by all who require support.	<ul style="list-style-type: none"> Provider Waitlist Families First Prevention Services Act Financial Recovery Number of families participating in and positively served by Healthy Families 	<ol style="list-style-type: none"> Complete, submit and gain approval on the FFPSA prevention plan and associated cost allocation plan Develop and implement an operational plan to balance supply and demand within the service array Implement expansion of Healthy Families Implement increase Independent Living Stipend
3	Every child is paired with a caregiver who receives necessary supports, and is able to meet the child's needs and support the child's permanency goal	<ul style="list-style-type: none"> Percent (%) of children residing with Kin Family Percent (%) of children residing with Community Foster Care Less than 10% of children residing in congregate care setting 	<ol style="list-style-type: none"> Implement the increased kinship stipend Develop and implement structured kinship support model including support of expedient licensing process Refine and implement Community Foster Care recruitment and support contract. Refine and implement placement administration operational processes that enhance caregiver supports including initial placement and transition planning.



Issue 1 All decisions are data informed, timely, mission-focused, built for sustainability and consider system implications.

Description Development of standard work for case management and supervision.

The Departments Five-Year Agency Strategic Priorities are as followed:

- All decisions are data informed, timely, mission-focused, built for sustainability and consider system implications.
- DCS culture that fosters and inspires mission-driven professionals who believe in and practice our shared values.
- Design, implement and ensure fidelity of a service array that is individualized to stengthen families, cost efficient, and accessible by all who require support.
- Every Child is paired with a caregiver who receives necessary supports, and is able to meet the child's needs and support the child's permanency goal.
- DCS data is complete, accurate, protected, governed, and used to inform decisions.

The FY 22 Strategic objectives align with the five year prorites.

Solutions:

Objective 1.1: Implement standardized clinical supervision in remaining ongoing case management

Objective 1.2: Implement standardized administrative supervision and performance management in remaining ongoing case management units.

Objective 1.3: Refine standard work, process adherence resources, and performance management processes (including mobile and telecommuting workforece)

Issue 2 DCS culture that fosters and inspires mission-driven professionals who believe in and practice our shared values.

Description Develop a culture that emboies and promotes our shrared values, while working towards modernizing recruitment process though social media campaigns and other internet job engines such as LinkedIn.

Solutions:

Objective 2.1 Develop and implement and align leadership and management culture that embodies and promotes our shared values, a learning and coaching mindset, and behavioral integrity.

- Reduce Agency employee turnover
- Reduce Supervisor turnover
- Increase percentage of leaders receiving coaching on a monthly basis
- Increase proficiency score of Supervision Coaches

Ojbective 2.2 Increase and improve communication to develop relationships and trust between DCS and the community, and to develop skill in recognizing and discussing bias during clinical supervision.

Issue 3 Design, implement and ensure fidelity of a service array that is individualized to stengthen families, cost efficient, and accessible by all who require support.

Description Develop and rollout new service array that aligns with FFPSA, while working in partnership with child-welfare system providers to improve service delivery to children and families.

Solutions:

Objective 3.1 Implement enhancements to the direct services array (supports FFPSA)

Objective 3.2 Increase awareness of cross-agency process and develop efficient, operational partnerships with child-welfare system partners to improve service delivery that promotes child safety, strengthens families and promotes child well-being (ADE, DHS, AG's, DES, QFCO, Courts and others)

Objective 3.3 Monitor and improve integrated behavioral and physical health system within DCS

Issue 4 Every Child is paired with a caregiver who receives necessary supports, and is able to meet the child's needs and support the child's permanency goal.

Description Provide the support to caregivers to ensure placement stability and support of that caregiver.

Solutions:

Objective 4.1 Increase the skills and array of caregivers, including the development of QRTPs

Objective 4.2 Refine and implement caregiver training to improve support of children and youth with higher needs

Objective 4.3 Redefine the support infrastructure for foster families to improve the recruitment experience and match the level of support between caregivers and the needs of children in their care

Objective 4.4 Finalize and implement a child to out-of-home caregiver matching process

Objective 4.5 (SC) Develop and implement a standardized review of required actions.

Objective 4.6.(SC) Engage plaintiffs' counsel in ad hoc subject matter conferences and semi-annual review conferences.

Objective 4.7.(SC) Identify, review, and provide deliverable documents to plaintiffs' counsel as described.

Objective 4.8.(SC) Determine and request verification of compliance as actions are completed.

Issue 5 DCS data is complete, accurate, protected, governed, and used to inform decisions.

Description •Map business processes transitioned to Guardian, ensure measurable performance metrics

- Complete IT implementation plan

Solutions:

Objective 5.1 Launch Guardian and update related business processes

Objective 5.2 Implement continuous improvement for business processes through release and deployment.

Objective 5.3 Stabilize IT infrastructure and processes through continuous improvement initiatives.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	3,203.1	3,203.1	3,203.1
General Fund	481,867.2	481,867.2	481,867.2
Other Appropriated Funds	204,286.3	204,286.3	204,286.3
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	674,249.5	674,249.5	674,249.5

◆ **Goal 1** To successfully engage children and families to ensure safety, strengthen families, and achieve permanency.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
# of Agency FTE Count	2,658	2,916	2572	2792	2992
% of Arizona Management System Adoption	92.3	95	93.0	95	96
AMS Implementation Score	3.12	3	3	3.0	3.0
Total # of Children in Out of Home Care (0 -17)	13,725	0	12551	11,800	11,800
Total # of Children in Out of Home Care (18-21)	1,215	0	1011	1060	1100
Of the Children who entered care 1 year ago this mont, what % of those children have exited care to reunification, adotpion or guardianship	40	43	42.0	43	43.0
% of Children (0-17) whose predominat placement type is in a family like setting (Kinship / Foster)	82.1	81.7	74.1	78.0	82.0
Total Agency Turn-over (rolling 12 months)	33.5	25	40.25	36.0	30.0

Program Summary

INVESTIGATIONS AND OPERATIONS

Robert Navarro, Assistant Director of Budget and Finance
 Phone: (602) 255-2778
 A.R.S. § 8-453

Mission:

To ensure the safety of children and promote services to enable them to achieve permanency in a safe and stable placement.

Description:

The Investigations and Operations functions of the Department investigate reports of child abuse and neglect, coordinate services to achieve permanency on behalf of the child, strengthen the family and provide prevention, intervention and treatment for neglected and abused children and provides administrative oversight and operating support to the programs within the Department.

This Program Contains the following Subprograms:

- ▶ Investigations and Operations
- ▶ Retention Pay
- ▶ Overtime Pay
- ▶ Training Resources
- ▶ Records Retention Staff
- ▶ Inspections Bureau
- ▶ Attorney General Legal Services
- ▶ General Counsel
- ▶ Internet Crimes Against Children
- ▶ Office of Child Welfare Investigations
- ▶ Caseworkers
- ▶ Backlog Privatization
- ▶ New Case Aides
- ▶ Litigation Expenses
- ▶ Payment Deferral

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	142,189.6	165,806.2	176,306.2
Other Appropriated Funds	143,439.4	141,630.5	150,094.0
Other Non Appropriated Funds	0.9	0.0	0.0
Total Funding	285,629.9	307,436.7	326,400.2
FTE Positions	3,135.5	3,135.6	3,135.6

- ◆ **Goal 1** To provide quality leadership and training opportunities to enhance the delivery of quality services and promote accountability.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total Number of Open DCS Reports	10,650	0	10808	9300	9000
Number of Inactive Cases	303	500	0	500	0
Number of case carrying staff	9,54	1,406	1137	1300	1350
Number of Field Operations Administrative Staff including OCWI	904	929	907	929	928
Number of Non-Field Specific Staff	520	546	528	546	546
Hotline Screen In %	57	0	53.6	51.0	51.0
Number of Communication and Reports to the Hotline	151,784	0	151560	151560	151560
Number of Criminal Conduct Reports	5,991	0	5719	5719	5719
% Response on Time	95.5	95.05	94.2	95	95
Overtime Expense in Dollars	4,682,300	5,700,000	6,018,976	6,000,000	6,000,000
Total reports received at the Hotline	44,207	0	45,189	46,000	47,000

Subprogram Summary
INVESTIGATIONS AND OPERATIONS
Robert Navarro, Assistant Director of Budget and Finance Phone: (602) 255-2778 A.R.S. §8-453

Mission:

To ensure the safety of children and promote services to enable them to achieve permanency in a safe and stable placement.

Description:

The Investigations and Operations functions of the Department investigate reports of child abuse and neglect, coordinate services to achieve permanency on behalf of the child, strengthen the daily and provide prevention, intervention and treatment for neglected and abused children and provides administrative oversight and operating support to the programs within the Department.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	62,679.4	85,575.7	88,900.2
Other Appropriated Funds	62,955.7	59,026.1	65,812.7
Other Non Appropriated Funds	0.9	0.0	0.0
Total Funding	125,636.0	144,601.8	154,712.9
FTE Positions	1,255.4	1,255.4	1,255.4

Subprogram Summary
RETENTION PAY
Robert Navarro, Assistant Director of Budget and Finance Phone: (602) 255-2778 A.R.S. § 8-453

Mission:

To deter attrition and strengthen the workforce to ensure the safety and well-being for children.

Description:

This funding provides a one-time retention payment at the 18-month and 36-month benchmarks of employment as a DCS Specialist.

Subprogram Summary

OVERTIME PAY

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-453

Mission:

To provide overtime funding for the Department of Child Safety.

Description:

This line is part of the Department's operating functions. Goals and performance measures for operations are included in the Investigations and Operations Program summary, CHA 1.0.

Subprogram Summary

TRAINING RESOURCES

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-453

Mission:

To streamline and shorten the classroom training of caseworkers by building more caseworker training into the curriculum at Arizona State University.

Description:

The Department has agreements with Arizona State University and Northern Arizona University to recruit and train qualified caseworkers. Students who participate in this program receive scholarships that cover their tuition, books, and university fees. Scholarship students are required to sign a student agreement committing them to work for DCS after graduation for 1 to 2 years. If the student does not fulfil this work commitment, they are required to repay the DCS benefit received.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	150.0	150.0	150.0
Other Appropriated Funds	8,419.8	9,000.0	9,000.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	8,569.8	9,150.0	9,150.0
FTE Positions	0.0	0.0	0.0

Subprogram Summary

RECORDS RETENTION STAFF

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-453

Mission:

To be more responsive and transparent in providing DCS records to DCS stakeholders.

Description:

This will fund staff who work on requests for information about children in the state child welfare system.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	459.3	459.8	483.4
Other Appropriated Funds	113.1	130.8	130.8
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	572.4	590.6	614.2
FTE Positions	5.0	5.0	5.0

Subprogram Summary			
INSPECTIONS BUREAU			
Robert Navarro, Assistant Director of Budget and Finance			
Phone: (602) 255-2778			
A.R.S. § 8-458			

Mission:
To ensure compliance of all Department policies and procedures in accordance with all federal and state laws and to promote continuous quality improvement throughout all Department functions and services.

Description:
 The Inspections Bureau, also known as the Office of Quality Improvement (OQI), consists of the Ombudsman Office, the Process Improvement and Compliance Audit Unit, Program Development, Practice Improvement, the Critical Incident Review Unit, and Strategic Planning. Each function of OQI is focused on improving systems and practice and instilling a learning culture across the Department.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,490.9	1,492.0	1,595.9
Other Appropriated Funds	956.9	1,025.2	1,032.2
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	2,447.8	2,517.2	2,628.1
FTE Positions	31.0	31.0	31.0

Subprogram Summary			
ATTORNEY GENERAL LEGAL SERVICES			
Robert Navarro, Assistant Director of Budget and Finance			
Phone: (602) 255-2778			
A.R.S. § 8-453			

Mission:
To provide the Department of Child Safety with high-quality and timely legal advice and representation to promote the safety and well-being of children and families.

Description:
 The Attorney General Child and Family Protection Division is responsible for providing legal services to the Department of Child Safety. The division provides services on behalf of the children and families involved in the state's child welfare system through the Protective Services Section.

****NOTE:** Goals and performance measures for this program are included in the Master List for the Attorney General's Child and Family Protection Division.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	19,741.9	19,741.9	19,741.9
Other Appropriated Funds	5,780.9	5,780.9	5,780.9
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	25,522.8	25,522.8	25,522.8
FTE Positions	276.2	276.2	276.2

Subprogram Summary

GENERAL COUNSEL

Robert Navarro, Assistant Director of Budget and Finance
 Phone: (602) 255-2778
 A.R.S. § 8-453

Mission:

To provide legal advice to the Department of Child Safety.

Description:

The General Counsel will provide legal advice to the Department of Child Safety and the Attorney General will continue to represent the Department in administrative or judicial hearings.

This line is part of the Department's operating functions. Goals and performance measures for operations are included in the Investigations and Operations Program summary, CHA 1.0.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	130.0	157.1	170.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	130.0	157.1	170.4
FTE Positions	1.0	1.0	1.0

Subprogram Summary

INTERNET CRIMES AGAINST CHILDREN

Robert Navarro, Assistant Director of Budget and Finance
 Phone: (602) 255-2778
 A.R.S. § 8-453

Mission:

To develop an effective response to cyber enticement and child pornography.

Description:

The funding provides a grant to the Internet Crimes Against Children Task Force (ICAC). ICAC is a joint federal/local law enforcement task force that investigates child pornography. The program was developed in response to the increasing number of children using the internet and heightened online activity by predators seeking contact with potential underage victims.

Monies in the line item are passed through to ICAC Task Force operated by local police departments.

Subprogram Summary

OFFICE OF CHILD WELFARE INVESTIGATIONS

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-471

Mission:

To protect children by investigating criminal conduct allegations of child abuse or neglect within the State of Arizona.

Description:

The Office of Child Welfare Investigations (OCWI) was legislatively established in 2012, following the recommendation from the Arizona Child Safety Task Force, to investigate criminal conduct allegations, coordinate with the Department and law enforcement, establish task forces for the investigation of criminal conduct, and other duties assigned by the director. OCWI is comprised of highly experienced former law enforcement and Department Specialists who work collaboratively with the Department to protect children and assess, respond, and investigate all criminal conduct allegations received by the Intake Bureau.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	8,851.1	9,505.5	10,392.1
Other Appropriated Funds	71.7	202.0	202.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	8,922.8	9,707.5	10,594.1
FTE Positions	127.0	127.0	127.0

Subprogram Summary

CASEWORKERS

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-453

Mission:

To successfully engage children and families to ensure safety, strengthen families and achieve permanency

Description:

This funding provides funding for the departments caseworkers and their related support.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	47,539.5	47,575.3	53,723.4
Other Appropriated Funds	63,059.4	64,381.7	66,051.6
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	110,598.9	111,957.0	119,775.0
FTE Positions	1,406.0	1,406.0	1,406.0

Subprogram Summary

BACKLOG PRIVATIZATION

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-453

Mission:

Description:

Subprogram Summary

NEW CASE AIDES

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-453

Mission:

To provide additional case support to the DCS field workers and staff

Description:

The funding provides additional case aides to help support the DCS caseworkers and other field support.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,147.5	1,148.9	1,148.9
Other Appropriated Funds	2,081.9	2,083.8	2,083.8
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	3,229.4	3,232.7	3,232.7
FTE Positions	33.9	34.0	34.0

Subprogram Summary

LITIGATION EXPENSES

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-453

Mission:

To provide funding for the support of litigation cost for the Department

Description:

Subprogram Summary

PAYMENT DEFERRAL

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-453

Mission:

Description:

Program Summary

SUPPORT SERVICES

Robert Navarro, Assistant Director of Budget and Finance
 Phone: (602) 255-2778
 A.R.S. § 8-802, 8-481, 8-453

Mission:

To promote services for children to enable them to be safe and live with strong families so they can be successful in life.

Description:

The support services provide an array of services to clients both in out-of-home and in-home placements.

This Program Contains the following Subprograms:

- ▶ Preventive Services
- ▶ In-Home Mitigation
- ▶ Out-of-Home Support Services
- ▶ DCS Child Care Subsidy
- ▶ Intensive Family Services

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	65,850.9	80,634.9	83,634.9
Other Appropriated Funds	440,849.2	394,012.3	395,987.1
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	506,700.1	474,647.2	479,622.0
FTE Positions	68.0	68.0	68.0

- ◆ **Goal 1** To enhance the stability of families being served by the Department of Child Safety to create safe, stable, and nurturing home environments.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of service referral waiting list	642	75	0	0	0
Total Out of Home Service Cost for Parent Aide and Supervised Visits Only.	42,365,752	0	32,833,541	36,000,000	36,000,000
In days Average Age of referrals on Service Referral Waitlist - Urban Counties	45	14	28	27	27
In days Average Age of referrals on Service Referral Waitlist - Rural Counties	75	36	24	30	30
# of Children In In-Home Care	2,279	0	2,536	2,595	2,595
% of reasonable Candidate Children In-Home	55.9	0	55.9	55.9	55.9

Subprogram Summary

PREVENTIVE SERVICES

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-453

Mission:

To provide services that assist in supporting and improving the family unit and to help keep children safe with their families.

Description:

Prevention services are intended to reduce the risk of involvement with DCS for at risk families. The current programs funded are the Healthy Families Program and Building Resilient Families program.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,000.0	14,000.0	16,500.0
Other Appropriated Funds	238,393.6	247,272.9	249,747.7
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	242,393.6	261,272.9	266,247.7
FTE Positions	67.0	67.0	67.0

Subprogram Summary

IN-HOME MITIGATION

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-802, 8-481, 8-453

Mission:

To provide services that assist in supporting and improving the family unit with the goal of maintaining children in the home and reunifying the family whenever safely possible.

Description:

In-home children services seek to prevent further dependency or child abuse and neglect through provision of social services to stabilize family life and preserve the family unit. These services, including voluntary services without court involvement and court-ordered in-home intervention, are available statewide. Services include parent aide, parenting skills training, counseling, self-help, and contracted case management. Families may also receive referrals for services provided by other state agencies including behavioral health services and other community resources.

Contracted services provided are available statewide. Services are provided based upon the needs of the child and family through collaborative partnerships between DCS, community social service agencies, family support programs, and other community and faith-based organizations. Cases served include voluntary foster care, in-home court intervention, in-home dependency, integrated services, and other in-home support cases.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	6,971.7	6,971.7	6,971.7
Other Appropriated Funds	18,233.5	22,016.4	22,016.4
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	25,205.2	28,988.1	28,988.1
FTE Positions	1.0	1.0	1.0

Subprogram Summary

OUT-OF-HOME SUPPORT SERVICES

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-802, 8-453

Mission:

To provide safe and stable placements for children who have been removed from their home.

Description:

Out-of-home support services provide support services for children who have been removed from their homes and their families to assist in reunifying the family and allowing children to safely return to their homes. These primary services provided services include allowances, parent aide, transportation, in-home services, independent living, foster home recruitment, and substance abuse treatment.

The Out-of-Home Support Services subprogram also include the Comprehensive Medical and Dental Program (CMDP) which provides medical and dental care for children in foster care who are under the jurisdiction of the Department, the Arizona Department of Juvenile Corrections, or the Administrative Office of the Courts/Juvenile Probation Offices. CMDP operates as an acute health care plan under the Arizona Health Care Cost Containment System (AHCCCS) for children who are determined Medicaid eligible.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	47,879.2	52,663.2	52,863.2
Other Appropriated Funds	46,860.3	70,047.6	69,847.6
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	94,739.5	122,710.8	122,710.8
FTE Positions	0.0	0.0	0.0

Subprogram Summary

DCS CHILD CARE SUBSIDY

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-453

Mission:

To support the families and individuals caring for children in the Department's custody by providing quality child care services.

Description:

Child care services may be provided to maintain and strengthen families who have an open case, are receiving voluntary services, or whose children are dependent wards of the court but remain in the parent's physical custody. Child care services may also be provided as a support service for out-of-home care providers to enable the providers to work, participate in educational activities, or handle emergency situations.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	7,000.0	7,000.0	7,300.0
Other Appropriated Funds	137,361.8	54,675.4	54,375.4
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	144,361.8	61,675.4	61,675.4
FTE Positions	0.0	0.0	0.0

Subprogram Summary

INTENSIVE FAMILY SERVICES

Robert Navarro, Assistant Director of Budget and Finance

Phone: (602) 255-2778

A.R.S. § 8-802, 8-453

Mission:

To provide crisis-oriented service activities for families where conditions represent a threat to child safety and whose children are at significant risk of out-of-home placement due to abuse or neglect.

Description:

Intensive family services provide contracted, intensive, time-limited services in the home to families whose children are at imminent risk of out-of-home placement due to abuse, neglect, or dependency. These services are also delivered to families where a child has been removed from the home with the goal of reunifying the family.

Description, goals and performance measures for this program are contained in the In-Home Preventative Services, CHA 4.2, and Out-of-Home Support Services, CHA 4.3.

Program Summary

OUT-OF-HOME CARE

Robet Navarro, Assistant Director of Budget and Finance
 Phone: (602) 255-2778
 A.R.S. § 8-846

Mission:
To provide permanence, stability, and continuity of care in safe placements that meet the needs of children who enter out-of-home care.

Description:

This Program Contains the following Subprograms:

- ▶ Emergency and Residential Placement
- ▶ Foster Care Placement
- ▶ Grandparent Stipends
- ▶ Independent Living Maintenance

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	96,922.7	134,886.4	147,844.3
Other Appropriated Funds	91,496.0	117,492.3	118,260.8
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	188,418.7	252,378.7	266,105.1
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To promote permanent placements for children who enter out of home care.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Total Number of Children in Out of Home Care	14,841	0	12,475	12,000	11,000
% Congrate Care as a First Placement	27.9	0	14.6	14.0	13.0
# of Children who were placed in Out of Home Care	9,111	0	10,988	10,000	10,000
% of Sibling Groups were all siblings are placed together	63.8	0	63	63	63
% of Sibling groups where at least 2 are place together	81.2	0	81.2	81.2	81.2
# Total of Children in group homes	1,528	0	1,286	1,100	1,100
# Total of Children in Shelters	54	0	65	72	72
# Total of Children in Shelter greater than 6 months	2	0	0	0	0
# Total of Children placed in Congregate care as 1st placement	13.1	0	0	0	0
Removal Rate of Children from Unsafe Home	10.1	0	9.3	9.3	9.3
# Total of Children in QRTP Placements	0	0	758	500	500

Subprogram Summary

EMERGENCY AND RESIDENTIAL PLACEMENT

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-514

Mission:

To provide permanence, stability, and continuity of care in safe homes that meet the needs of children who enter out-of-home care. Services included, but are not limited to, case management, permanency planning, provision of out-of-home care, and other out-of-home support services to individuals or families.

Description:

Description, goals, and performance measures for this program are contained in the Foster Care Placement Program, CHA 3.3, as these programs operate in concert with one another.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	53,763.9	63,214.2	75,072.1
Other Appropriated Funds	48,683.3	62,633.0	61,651.5
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	102,447.2	125,847.2	136,723.6
FTE Positions	0.0	0.0	0.0

Subprogram Summary

FOSTER CARE PLACEMENT

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-514

Mission:

To provide permanence, stability, and continuity of care in safe homes that meet the needs of children who enter out-of-home care. Services included, but are not limited to, case management, permanency planning, provision of out-of-home care, and other out-of-home support services to individuals or families.

Description:

Out-of-home placement services are available statewide for children who are unable to remain in their homes due to immediate safety concerns or impending and unmanageable risk of maltreatment. Placement services promote safety, permanency, and child and family well-being through supervision and monitoring of children in out-of-home placement, and support of the out-of-home caregiver's ability to meet the child's needs.

Placement types include emergency shelters, kinship homes, foster homes, adoptive homes, group homes, residential treatment centers, and independent living subsidy arrangements.

Goals and performance measures for the Foster Care Placement Program, Emergency and Residential Placement line items are contained in this subprogram summary.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	31,375.5	37,477.7	38,227.7
Other Appropriated Funds	34,368.9	47,205.4	46,455.4
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	65,744.4	84,683.1	84,683.1
FTE Positions	0.0	0.0	0.0

Subprogram Summary

GRANDPARENT STIPENDS

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-453

Mission:

To provide permanency for children by providing a monetary stipend to Kinship families that meet the financial requirements.

Description:

The Kinship Stipend program provides a monthly stipend to unlicensed kinship, who are unlicensed kinship placements, to assist in offsetting costs associated with caring for a child who has been placed in their home by the Department.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,500.0	24,311.2	24,311.2
Other Appropriated Funds	726.9	500.0	500.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	5,226.9	24,811.2	24,811.2
FTE Positions	0.0	0.0	0.0

Subprogram Summary

INDEPENDENT LIVING MAINTENANCE

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-521

Mission:

To provide young adults with the opportunity to achieve self-sufficiency with independent living skills.

Description:

The independent living maintenance program provides stipends to former foster youth between 18 and 21, who are now living on their own and are either enrolled in a post secondary program or employed.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	7,283.3	9,883.3	10,233.3
Other Appropriated Funds	7,716.9	7,153.9	9,653.9
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	15,000.2	17,037.2	19,887.2
FTE Positions	0.0	0.0	0.0

Program Summary

PERMANENCY

Robert Navarro, Assistant Director of Budget and Finance
 Phone: (602) 255-2778
 A.R.S. § 8-814

Mission:

Description:

This Program Contains the following Subprograms:

- ▶ Adoption Services
- ▶ Permanent Guardianship Subsidy

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	87,119.1	91,539.7	101,339.7
Other Appropriated Funds	197,947.9	199,235.7	208,000.7
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	285,067.0	290,775.4	309,340.4
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To promote placement in permanent settings.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total Number of Children who exited Care	8,124	0	7,947	8,100	8,100
Total number of Children who exited care through reunification	4,182	0	3,877	4,000	4,000
Total number of Children who exited care through adoptions	2,447	0	2,193	2,000	2,000
Of the Children that entered care 1 year ago this month, what % of those children have exited care	40	0	39	39	39
Of the children who exited care 1 year ago this month, what % had a re-report of abuse or neglect in the last 12 months	11.3	0	11.9	10.0	9.0
Of the Children who exited care 6 monts ago this month, what % reentered care in the last 6 months	4.8	0	3.8	3.0	2.8
Total Number of Children who exited care through Guardianship	681	0	641	650	700
Total Number of Children who exited care through Age of Majority	555	0	717	720	720

Subprogram Summary

ADOPTION SERVICES

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-141 - 8-173

Mission:
To promote timely placements of children into permanent adoptive homes, to provide adoption support services to these children and families to maintain the placement and to provide for the special needs of the children who are adopted.

Description:
The Adoption services program primarily provides adoption subsidy maintenance payments to adoptive parents who adopt a special needs child. A special needs child is defined as A.R.S. § 8-841 as a child with, or at risk of, a physical, mental, or developmental disability, an emotional disturbance; or with characteristics that made adoption more difficult, such as children age six and older, sibling groups, or racial/ethnic factors. The physical, mental, or emotional disorders may be a direct result of the abuse or neglect the children suffered before entering the child welfare system.

In addition to monthly subsidy payments, the Adoption Services program provides special services, non-recurring adoption costs, and adoptive home recruitment. Special services included payments for services not covered by the subsidy, such as specialized therapy, accommodations for a disability or other specialized services needed to maintain the adoptive placement. Non-recurring costs are legal costs associated with the adoption process.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	76,778.2	80,965.8	90,765.8
Other Appropriated Funds	196,004.9	197,292.7	206,057.7
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	272,783.1	278,258.5	296,823.5
FTE Positions	0.0	0.0	0.0

Subprogram Summary

PERMANENT GUARDIANSHIP SUBSIDY

Robert Navarro, Assistant Director of Budget and Finance
Phone: (602) 255-2778
A.R.S. § 8-814

Mission:
To provide permanency for children by strengthening the guardianship placement with a monetary subsidy to persons appointed permanent guardians of a dependent child.

Description:
The permanent guardianship subsidy provides a monthly partial reimbursement to caretakers appointed as permanent guardians of children in the care, custody, and control of the Department. These are children for whom reunification and adoption has been ruled out as unachievable or contrary to the child's best interest. Many of the permanent homes supported by Subsidized Guardianship are kinship placements.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	10,340.9	10,573.9	10,573.9
Other Appropriated Funds	1,943.0	1,943.0	1,943.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	12,283.9	12,516.9	12,516.9
FTE Positions	0.0	0.0	0.0

Agency Summary

BOARD OF CHIROPRACTIC EXAMINERS

Alissa M. Vander Veen, Executive Director
Phone: (602) 864-5088
A.R.S. §§ 32-900 et seq.

Mission:

To protect the health, welfare, and safety of Arizona citizens through the enforcement of laws governing chiropractic care.

Description:

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

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	431.6	488.7	605.5
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	431.6	488.7	605.5
FTE Positions	5.0	5.0	6.0

Issue 1 Improve the timelines to complete investigations, formal interviews, and formal hearings.

Description The Auditor General's Office recommends that cases be concluded within 180 days. The Board's ability to increase the percentage of complaints resolved within 180 days of receipt when no hearing is required, as well as the average number of months to resolve cases in which administrative hearings continues to improve.

Solutions:

In April 2022, the Board changed the personnel structure of the Board Staff and hired a full-time investigator. For the last four years, the investigation position has been a part-time position that was paid about \$17.67 per hour and shared some of the duties with the Board's Executive Director. This model was determined to be very detrimental to the Board's complaint and monitoring process. This decision resulted in a backlog of approximately 84 cases dating back to 2018. Since March of 2022, the Board has closed 30% of these backlogged cases. Including 13 high-priority sexual misconduct cases. Having a full-time investigator paid at a comparable rate to other State Licensing Board Investigators has been a critical component in resolving this large backlog of complaints while continuing to process current complaints within the 180-day timeline.

Complaints and compliance caseloads will continue to grow most likely because of these three factors:

Arizona's continued rapid growth

Including Chiropractic Care as part of AHCCCS/Medicaid Budget

The medical industry is now referring patients for non-pharmacologic methods, such as chiropractic care, as the "first line" approach for addressing pain instead prescribing opioids.

(National Library of Medicine, National Center for Biotechnology Information Association between chiropractic care and use of prescription opioids among older medicare beneficiaries with spinal pain)

These landmark changes of chiropractors being allowed to bill AHCCCS/Medicaid and being the first line of defense in the nation's battle against opioid abuse should result in an overall larger licensee base. The state will continue to see an uptick in new licensing applications but should also see a level of stabilization with it's current licensees. These two changes should reduce the number of licensees who do not renew their licenses and choose to leave the profession. Historically, this industry was predominately cash-based and more vulnerable to market fluxations. These changes would mean a decrease in professionals that choose to allow their licenses to expire instead of renewing them. Over the last five years, the average number of licenses that were placed into Lapsed or Expired status was about 75 per year.

The Board needs to prepare for new licensees and the additional workload that accompanies a growing population. With an increased patient population through AHCCCS/Medicaid and serving as part of the first line of defense in the opioid crisis, there will be a larger pool of patients receiving treatment, likely leading to an increased number of Board complaints.

During the last five years, most complaints before the Board have evolved from simple refund issues and advertising matters to much more complex cases involving billing, fraud, sexual misconduct, and substance abuse. Because of these additional complexities, they now involved extra time and resources to gather all the necessary evidence to present the matter to the Board. A higher number of complaints and complicated cases result in the Board issuing more disciplinary orders and consent agreements. These items require additional staff resources to monitor and track compliance with these corrective orders.

This growth and stabilization will require an additional full-time FTE to assist with conducting investigations, monitoring, compliance, and reporting the Board's Actions.

Utilizing AMS and visual management tools tracks high-priority cases, where cases are in the pipeline for review by the Board and the placement on agenda. This ensures all cases are moved forward to the next steps promptly. The agenda is planned out in quarterly segments, and cases are plotted accordingly. Cases are no longer shoved in the back of a drawer to be addressed at a later date they are monitored and tracked daily and assigned to a monthly agenda. These tools also ensure notices are completed timely and that the Board avoids possible due process issues by being consistent and prompt with its notices for interviews and hearings.

Issue 2 Cross-train all staff in routine office, business, and customer service policies, operations, procedures and, processes to the extent appropriate.

Description During FY 2022 the Arizona Board of Chiropractic Examiners experienced a one hundred and fifty (150%) percent turnover in its various staff positions. In the last eighteen months, the Board has had 4 Executive Directors, and staff turnover has been at 150%.

The positions with the highest turnover rate were the 2 Front line positions of Customer Service Representative and Administrative Assistant. One of the largest reasons for the turnover can be pointed to the highly competitive job market for positions paying sub eighteen dollars (\$18) per hour. Historically Board staff salaries were based at the lower end of the State's Pay Ranges ranging on average from \$13.50-16.00/hour. This lower-end pay scale has resulted in a high amount of continual turnover within these two key positions. According to ADOA's 2022 Workforce Report in addition to the high turnover rate, the Board also had a 17.4% decrease in average salary for staff from the high in FY 2017 of \$47,752 to \$37,162 in FY 2021. For the past four years, Board has become an entry point for State employment having newly hired staff quickly depart the agency for higher-paying positions with other State agencies.

Solutions:

In the mid-fiscal year, the Executive Director selected to reduce the agency's staff by one full-time FTE (Deputy Director) to address this budget challenge and stabilize the agency. Then using the vacancy savings from that position to restructure, reclassify the current positions, increase the salaries to at or below the State's midpoint, and develop a plan to hire and retain more qualified applicants.

As part of the above-described restructuring for the agency to improve its performance and assist in effectively completing its Mission of protecting the health, safety, and welfare of the People of Arizona, the Board hired a full-time investigator. The agency has functioned without a full-time investigator for the past five years; it had a part-time Program Project Specialist function in this role. Reviewing the Board's caseload made it apparent that this was not a feasibly sustainable solution. The Board was growing an ever-increasing backlog of high-priority complaints and compliance matters. These complaints ranged from sexual misconduct, drug and alcohol abuse, and patient injury. Also, over the last five years, the Board's cases have become more complicated and take more time to investigate, including conducting more detailed interviews, requesting patient files, filing notices, and sending subpoenas. The Board's investigator's job description now includes investigating new licensing applicants, assisting with processing renewals, and providing backup coverage for the phones and other duties. This structure helps support other departments with an uptick in their business functions. The investigator has knowledge of the Board's processes and procedures, which is a two-fold benefit of improving their investigative expertise while supporting the agency's other functions.

Roles and responsibilities were adjusted to accommodate the individual workflows better and were not limited to handling specific job assignments. For example, the Board receives part of its mail through a scanning service, and most of those items are for the Board investigator's files. The Board Investigator handles the scanned mail while the Licensing Coordinator handles the incoming non-scanned mail, which is the majority of the Board's licensing applications. This way, there are fewer handoffs and delays in the processing, and both can cover each other's position. Numerous other examples like these types of changes help address the various workflow changes and ensure staff can address backlogs before they are a problem. Additional work has been done to create Standard Work for all job functions to make training quick and efficient and help retain insitutional knowledge.

Lastly, the staff participates in a daily huddle call to check in on the status of everyone's workload and ensure the team is on track with the daily progress of completing work promptly and within the statutory or internal deadlines. There is a weekly staff meeting to discuss any changes to Board processes and help develop better ways to work effectively. Additionally, when needed, all staff assist with completing backlogged functions like Continuing Education Application, Renewal Applications, answering phones, and responding to emails.

Issue 3 Establish the capability of accepting Continuing Education applications and fees in electronic formats.

Description The Board currently only accepts hard copy applications and payments in the form of check or money order.

Solutions:

As part of the transition to Thentia Cloud, the Continuing Education application will be completely online starting in FY 2024. This upgrade will streamline the Board's processing of these applications and improve the overall customer experience. Using the portal will ensure all CE Applications are complete before submittal. There will be a mechanism for tracking the applications and communicating with applicants; they will be able to see the status of their applications. This enhancement should vastly improve the user experience with this process. It will also reduce the amount of risk to the Board financially as it will reduce the high volume of checks received by the Board. Last year the Board processed 559 Continuing Education applications. The Board expects a 20% increase in applications this year.

Issue 4 Update information technology to ensure capable management of practitioner licensure, consumer complaints, and other board responsibilities and activities.

Description The Board’s Access database has been in use for over 10 years and does not possess adequate capabilities for the capture, processing, integration, tracking, and reporting of all the above-referenced duties and tasks. Importantly, Microsoft Corp. has announced that it will discontinue support for Access 2010 effective October 13, 2020. Consequently, there is concern the system might become unstable, corrupt, or lose critical data, and it is not compatible with a modern E-Licensing platform.

Solutions:

The Board has entered into a contract with Thentia Cloud Solutions to replace its outdated Access database. The goal is to have the platform fully implemented by the end of the 2023 Fiscal Year.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	6.0	6.0	6.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	750.1	862.6	992.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of applications for licensure received	0	125	117	132	157
Explanation: This measure is used to assess future revenues.					
Average number of business days between receipt of complete application and licensure decision.	0	10	15	15	10
Explanation: This performance measure determines if the Board is meeting the licensing time frames required in law.					
Number of new licenses issued	0	100	117	132	157
Explanation: This measure identifies a trend that impacts revenue, staffing and resources planning					
Number of licenses issued prior to undisclosed conviction being identified	0	0	0	0	0
Explanation: This performance measure is related to the Board's mission to protect the health, welfare and safety of the public.					
Number of licenses eligible for renewal	N/A	2,650	2,618	2,682	2,767
Percent of license renewal applications processed within 15 business days	N/A	95	75	95	95
Percent of licenses renewed each year	0	90	88	90	90

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of new complaints filed	0	55	44	75	75
Percent of complaints resolved within 180 days of receipt with no hearing required	0	50	23	50	50
Average number of months to resolve an administrative hearing	0	3	3	3	3
Number of licenses revoked, surrendered, or suspended	0	5	0	0	0
Total number of investigations conducted	N/A	70	70	84	100

- ◆ **Goal 3** To ensure Board and staff competence and knowledge.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of survey responses which indicate that staff was knowledgeable and courteous in public communications or that the measure was not applicable.	0	98	98	98	98
Administration as a percent of total cost	10	12	12	12	12

- ◆ **Goal 4** To increase public awareness of agency functions, resources, and public records accessibility.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Self assessment surveys returned.	0	10	10	10	10
Percent of complaint investigations that the Board found to be outside of its jurisdiction.	0	0	5	5	5

Agency Summary

CITIZENS' CLEAN ELECTIONS COMMISSION

Thomas M. Collins, Executive Director
Phone: (602) 364-3480
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 is a campaign finance reform measure initiated by Arizona citizens and passed by voters in 1998. The Act provides for campaign financing for qualified candidates, enhanced campaign finance enforcement and reports for State and Legislative candidates and independent expenditures. The Act also provides for voter and public education, including sponsorship of debates and publication of the primary and general election candidate statement pamphlets.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,530.5	2,267.5	2,267.5
Total Funding	4,530.5	2,267.5	2,267.5
FTE Positions	11.0	11.0	11.0

Issue 1 Legislation/Commission Rules

Description Simplify and improve the Citizens Clean Elections Act while maintaining its effectiveness and purpose.

Solutions:

Work with the Legislature to develop and provide technical assistance with drafting legislation that will further the purpose of the Act.

Promulgate rules to further the purpose of the Act.

Work with other agencies or groups to improve the implementation of the Act.

Issue 2 Public Education and Public Relations

Description Inform citizens about public issues related to the Citizens Clean Elections Act

Solutions:

To provide the public with communications, reports and publications that are clear and informative.

To effectively use all channels of communication, including new technologies, to publicize the Act and its implementation.

To provide leadership for outreach activities, including debates, public participation, candidate awareness and media relations.

To provide visibility to the new rules, policies and procedures promulgated by the Commission.

To evaluate and improve the effectiveness of the educational programs and information that the Commission provides to the public.

To successfully inform voters about the candidates running for statewide and legislative offices through candidate debates, statement pamphlets, and online publications.

Continue to promote understanding of Arizona's political system and constructive participation within the system.

Issue 3 Training, Management Development, and Commission Operations

Description Ensure that the staff is competent to carry out the objectives and mandates of the Act

Solutions:

Ensure that the staff understands the Commission's mission and the expectations of their jobs.

Eliminate or combine jobs as necessary to maintain a lean staff

Utilize contract services or other services of other agencies

Attend management and leadership classes by staff members.

Issue 4 Enforcement

Description To facilitate easier and more universal compliance with the Citizens Clean Elections Act

Solutions:

Provide frequent and effective client education programs and publications.

Simplify and improve reporting forms and procedures.

Provide clarity and consistency in actions taken by the Commission.

Revise candidate training programs to address new issues and to promote compliance.

Assist the Secretary of State to provide and continually improve a campaign finance management software application and encourage its use by the maximum number of political committees and political funds.

Issue 5 Financial, Fiscal Operations, Information Systems and Strategic Planning

Description To abide by the statutory expenditure authority. To plan, develop and implement effective and efficient information systems that will help the Commission carry out its mission.

Solutions:

Monitor the amounts expended from the budget to ensure that expenditures do not exceed funds available.

Ensure that the revenues from other agencies are paid into the fund.

Use technology more effectively to identify compliance problems and to provide clients with resources to avoid problems.

Evaluate and improve the Commission's financial activities on an ongoing basis.

Ensure the Commission's educational obligations are met efficiently and effectively.

Determine when the fund contains insufficient monies or the spending cap would be exceeded were all candidates' accounts to be fully funded as early as possible.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	11.0	11.0	11.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	5,000.0	7,000.0	5,000.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To provide public funding to qualified candidates.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of certified participating candidates (calendar years)	5	60	27	0	25
Total funds distributed to participating candidates (calendar years; in thousands)	0	4,500	2,400	0	1,000

◆ **Goal 2** To administer debates and develop a procedure for communicating candidate statements to the citizens of Arizona.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of candidates submitting candidate statements (calendar years)	0	150	232	0	150
Number of candidate statement pamphlets mailed to AZ households (calendar years; in thousands)	0	4,000	5,000	0	5,000

◆ **Goal 3** To comply with the caps for spending specified in the Clean Elections Act.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of cap applied to voter education (calendar years)	10	10	10	9	10
Percent of cap spent on administration and enforcement (calendar years)	10	10	10	9	10

Agency Summary

COMMERCE AUTHORITY

Sandra Watson, CEO
Phone: (602) 845-1215
A.R.S. § 41-1501

Mission:

To grow and strengthen Arizona's economy and facilitate the creation of quality jobs for its citizens by supporting and attracting businesses in targeted, high-value base sectors throughout the state.

Description:

The Arizona Commerce Authority (ACA) was established in 2011 as a public-private partnership whose primary objective is advancing and diversifying the State's economy, primarily through high-value job creation. The ACA serves as Arizona's state-level economic development organization, leading and coordinating economic development and marketing efforts throughout the state.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	78,925.0	41,050.0	26,050.0
Other Appropriated Funds	0.0	5,000.0	0.0
Other Non Appropriated Funds	35,504.8	129,123.6	112,139.0
Total Funding	114,429.8	175,173.6	138,189.0
FTE Positions	0.0	46.2	46.2

Vision: Arizona is the premier destination for business and innovation anywhere in the world, with an economy that drives advancement and delivers opportunity for all Arizonans.

Mission: To continually grow and strengthen Arizona’s economy by helping businesses in targeted, high-growth industries create quality jobs statewide for Arizona citizens.

Agency Description: The Arizona Commerce Authority (ACA) was established in 2011 as a public-private partnership whose primary objective is advancing and diversifying the state’s economy, primarily through high-value job creation. The ACA serves as Arizona’s leading economic development organization, leading and coordinating economic development and marketing efforts throughout the state. The ACA also houses the Office of Economic Opportunity (OEO), established in 2016, (A.R.S. § 41-5301) which coordinates Arizona’s workforce planning with economic development, supports the Workforce Arizona Council, and provides economic, demographic, regulatory, and tax research and analysis, at both the state and local levels. The OEO also encompasses the Arizona Finance Authority (AFA). The AFA is a one-stop shop for business financing, community infrastructure financing, and homebuyer's assistance through the Arizona Industrial Development Authority, the Water Infrastructure Finance Authority and the Greater Arizona Development Authority.

Executive Summary:

To achieve its core mission, the ACA uses a three-pronged strategy focused on attracting businesses to Arizona, growing Arizona’s existing businesses and creating new Arizona businesses.

The ACA executes these three strategies through ten specific tactics:

1. Monitor & Advance Arizona's Global Competitiveness
2. Communicate Arizona's Premier Attractiveness Worldwide
3. Grow Arizona's Skilled Workforce Statewide
4. Lead Arizona's Economic Development Efforts
5. Drive Economic Growth Statewide With a Focus on Rural Arizona
6. Increase Arizona's Leadership in Cutting Edge Technologies
7. Establish Arizona as the High-Tech Manufacturing Capital of the U.S.
8. Scale Arizona's Thriving Entrepreneurial Ecosystem
9. Encourage Strategic Infrastructure Development
10. Expand & Leverage International Business Relationships

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Attract business to Arizona	2023	<p>Fiscal Year '22 marks the completion of a 5-year plan for the ACA. Performance for the year and the overall 5-year period, significantly exceeded targets on key metrics as noted below.</p> <p>JOB CREATION 5-year goal: 80,000 projected new jobs FY'22 results: 24,186 5-year results: 112, 460 <i>(5-year results are 141% of the 5-year goal)</i></p> <p>WAGE GROWTH 5-year goal: Increase average wage of the jobs created to \$54,429 (150% of the state’s 2017 median wage). FY'22 results: \$60,054 5-year results: \$62,817 <i>(5-year results are 115% of the 5-year goal)</i></p> <p>CAPITAL INVESTMENT 5-year goal: \$7 billion in capital investment FY'22 results: \$10.75 billion 5-year results: \$54.4 billion <i>(5-year results are 778% of the 5-year goal)</i></p> <p>WORKFORCE DEVELOPMENT & POLICY Support multiple Council-led Workforce Innovation and Opportunity Act (WIOA) improvement initiatives related to workforce system performance, customer service delivery and technological advancements.</p>
2	Grow existing Arizona business	2023	<p>ENTREPRENEURIAL VITALITY 5-year goal: \$435 million in capital raised by ACA early-stage clients FY'22 results: \$1.57 billion 5-year results: \$2.09 billion <i>(485% of 5-year goal)</i></p> <p>ENHANCED ANALYTICS Increase the accessibility, quality and relevance of workforce, regulatory, demographic and economic information while identifying opportunities for efficiency and innovation.</p> <p>FY22 Results: Increased website views to 44,097, up 11.5% over the previous year, exceeding the goal of 10% increase.165</p>
3	Create new Arizona business	2023	
4	Provide Economic Analytics	2023	

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Lead efforts to create 20,000 projected new jobs with a focus on high-wage target industries. (combined total for attraction and expansion).	Number of projected new jobs created	Targeted outreach to high-wage industries in California and other key markets by attraction and expansion teams.
1	Attract \$4 billion in capital investment by ACA clients (combined total for attraction and expansion).	Amount (in dollars) of capital investment attracted to Arizona	Execute marketing campaigns leveraging paid, owned and earned mediums to showcase Arizona as a premier business location for targeted high-wage industry. Leverage offices in Germany, Israel and Mexico to enhance business engagements leading to increases in AZ exports and foreign investment in our state.
1	Add 200 new pipeline opportunities to the ACA's business attraction and expansion pipeline.	Number of new pipeline opportunities	The Major Events Fund will support attraction of premiere sporting, social, and corporate events to Arizona, elevating the state's profile globally as a premiere location for business expansion and relocation.
2	Support multiple Council-led Workforce improvement initiatives related to workforce system performance, customer service delivery and technological advancements.	Number of individuals enrolled in the Arizona Career Readiness Program % complete Workforce Accelerators	Workforce initiatives include Workforce Accelerators, Arizona Career Readiness Program, Workforce Strategy Consultants, the Advanced Technology Network, and Workforce Arizona Council engagement.
2	Strengthen Arizona's metro and rural communities through infrastructure development and small business support	Number of homes newly capable of connecting to Broadband service ("homes passed") Number of "fiber miles" installed Number of business participants in Small Business Digital Academy & Bootcamp	Drive progress on the updated Statewide Broadband Strategic Plan; coordinating with other state agencies, telecommunications companies, and local stakeholders; leveraging federal funding to enhance statewide broadband connectivity. Assist small businesses through the Small Business Development Center (SBDC) Grant Program; Assist clients through cases, checklist, and chat bot; Maintain Small Business Bootcamp momentum; and Host Small Business Digital Academy Cohorts
3	Facilitate the creation of \$250 million in new capital formation by ACA early-stage clients.	Dollars invested in ACA early-stage companies	Expand support for early-stage tech companies through the Arizona Innovation Challenge (AIC) -Venture Ready program. Through the ACA Innovation Network and Virtual Accelerator, support business growth of the 1500+ start-ups that have been advised through the AIC.
4	Lead the development of the state's longitudinal integrated data system, Arizona Workforce Evaluation Data System (AWEDS)	AWEDS % completion of maturity	Manage collaboration between OEO, the Department of Economic Security, the Arizona Department of Education, and post-secondary partners including Maricopa and Pima Community Colleges.
4	Enhance use of data visualization to improve usability/accessibility of OEO/ACA data.	Percentage increase in website visits accessing data tools	Continue to develop training material, resource documentation, and an outreach strategy to engage state and local partners. Increase the use of workforce data for strategic planning purposes within the ARIZONA@WORK system.

5 Year Plan

Issue 1 Job Creation: Lead efforts to create 100,000 projected new jobs with a focus on high-wage target industries.

Description High-wage jobs are the foundation of economic prosperity. They drive the broader economy through higher household incomes and higher discretionary spending. The ACA will continue to focus its attraction, expansion and creation activities on companies offering higher-wage jobs, specifically through the identification and targeting of five established industries (Business Services, Manufacturing, Aerospace & Defense, Bioscience & Health Care and Innovation & Technology). These industries create high-wage jobs, generate exports and encourage capital in-flows, have strong supply chains and multiplier effects, and generate tax revenues that support public services.

Solutions:

Increase business attraction and expansion activities that will achieve key goals in targeted sectors.

Focus a dedicated team on each target industry and consistently support that industry throughout the ACA.

Engage industry stakeholders to maximize awareness and delivery of the Arizona value proposition.

Issue 2 Entrepreneurial Vitality: Facilitate the creation of \$1 billion in new capital formation by ACA early-stage clients.

Description Arizona’s long-term economic vitality relies on entrepreneurship, the creation of new businesses, and the commercialization of ideas and products. The ACA plays a leading role in Arizona’s entrepreneurial ecosystem through a variety of programs that foster growth and technology commercialization in Arizona’s early-stage companies.

Solutions:

Leverage the ACA’s entrepreneurial programs and startup data into an analytics platform for benchmarking and growing Arizona’s startup ecosystem.

Increase venture capital investments made in Arizona companies, both originating in Arizona, and from outside the state.

Provide mentorship and growth services to new ventures from a network of accomplished business leaders, serial entrepreneurs, investors and technical experts.

Issue 3 Capital Investment: Attract \$20 billion in capital investment (combined total for attraction and expansion projects)

Description

Solutions:

Targeted outreach to high-wage industries with a focus on advanced manufacturing, in California and other key markets by attraction and expansion teams.

Execute marketing campaigns leveraging paid, owned and earned mediums to showcase Arizona as a premier business location for targeted high-wage industry.

Leverage offices in Germany, Israel, S. Korea, and Taiwan to enhance business engagements leading to increases in foreign investment in our state.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	0.0	0.0	0.0
General Fund	26,050.0	26,050.0	26,050.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To attract business to Arizona and grow existing Arizona business.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of projected new jobs to be created over three years by ACA clients.	0	16,000	24,186	20,000	20,000
Explanation: Projected jobs data for three-year period provided by clients.					
Projected capital investment to be made by ACA clients over three years. In millions of USD.	0	1,400	10,750	4,000	4,000
Explanation: Projected investment data provided by clients.					
Number of new opportunities added to the ACA's business attraction and expansion pipeline.	0	200	232	200	200
Explanation: Month-over-month change in opportunity records.					

◆ **Goal 2** To create new Arizona business.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
New capital formation by ACA early-stage clients. In millions of USD.	0	50	1,318	250	250
Explanation: Data provided by ACA early-stage clients.					

Agency Summary

CONSTABLE ETHICS STANDARDS AND TRAINING

Dennis Dowling, Chairman
 Phone: (602) 343-6280
 A.R.S. § 22-136

Mission:

To set the professional standards for constables throughout Arizona, ensure that every constable is meeting his or her continuing education requirements, provide supplemental funding to counties for constable training and equipment, and investigate complaints against constables.

Description:

The Constable Ethics Standards & Training Board regulates Constables, enforces a professional code of conduct for Constables, and issues grants for Constable training and equipment.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	310.3	509.4	509.4
Total Funding	310.3	509.4	509.4
FTE Positions	0.0	0.0	0.0

5 Year Plan

Issue 1 Website

Description Update website and maximise the capabilities

Solutions:

Staff to work with the Board to update the website and add new features to include training and complaint history database, historic documentation including board meeting agendas and minutes

Issue 2 Internal Policies and procedures

Description Revise the CNA internal policies and procedures

Solutions:

Staff to update and revise the internal policies and procedures on handling complaints, public records requests, grant process and general record keeping

Issue 3 Constable Code of Conduct

Description Revise Constable Code of Conduct

Solutions:

Establish a subcommittee of membership to begin revision of 2009 constable code of conduct and present progress to the Board

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	0.0	0.0	0.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	503.7	503.7	503.7
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To investigate and resolve complaints against constables

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
The number of complaints against constables received by the Board	17	20	26	20	20
The number of complaints against constables resolved by the Board	17	20	24	20	20

Explanation: Two (2) complaints remained under investigation at the end of FY22

The number of constables	90	91	90	90	90
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◆ **Goal 2** To distribute grants for constable training & equipment

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
The number of grants awarded	15	30	5	20	20

◆ **Goal 3** To ensure compliance with constable training reporting requirements

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of constables reporting approved training	90	91	90	91	0
Percentage of constable training hours reported on time (within 30 days of completion)	100	100	97	100	0
Number of writs served	65,811	66,000	70,320	70,000	70,000

Agency Summary

REGISTRAR OF CONTRACTORS

Jeffrey Fleetham, Director
Phone: (602) 771-6777
A.R.S. § 32-1101 et seq.

Mission:

To protect the health, safety, and welfare of the public through a regulatory system designed to promote quality construction by Arizona contractors.

Description:

The Registrar of Contractors issues and maintains contractor licenses, investigates and cites violators, adopts construction standards, educates the public and contractors regarding such standards and rules and policies, and assists in dispute resolution.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ REGULATORY AFFAIRS	14,086.8	18,421.4	18,421.4
Agency Total:	14,086.8	18,421.4	18,421.4
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	10,574.2	13,754.6	13,754.6
Other Non Appropriated Funds	3,512.6	4,666.8	4,666.8
Total Funding	14,086.8	18,421.4	18,421.4
FTE Positions	94.9	109.7	109.7

5 Year Plan

Issue 1 Increase construction industry awareness and outreach programs

Description Through proper and targeted outreach, the Agency aims to reduce deficiencies in the complaint and application processes.

Consumers are not aware of the benefits of hiring licensed contractors and that hiring unlicensed entities to do construction comes with significant risk. Front line employees are unaware of Agency outreach and external collaborations.

Solutions:

Agency is requiring staff attempt to make contact with applicants and licensees prior to taking adverse action by phone, email and mailing a letter. Legal and Compliance Departments will attempt contact prior to default decisions and when a complaint is filed and the Licensing Department will attempt contact prior to a license denial.

Agency conducts educational seminars where prospective license applicants will be invited to learn how to use the agency portal to apply for a license, what documents are necessary and common deficiencies that cause delays in licensing processing. Additionally new contractor license forums and license forums are conducted monthly to educate the public.

Agency continues to work with the media and public through media and community affairs strategies to engage with populations likely needing the services of a licensed contractor.

Issue 2 Make it easier for people to get licensed in Arizona

Description Through proper and targeted improvements to the customer portal and website, the Agency aims to reduce deficiencies in the complaint and application processes, decrease the number of calls for status updates for applications and complaints, and increase online usage.

The Agency continues to seek innovative processes and services and leverage technology to minimize efforts to obtain and maintain a license.

Solutions:

A person's skills do not diminish when they cross state lines. Legislation recently passed to allow those who have moved from other states to "get to work faster and without all the red tape." Agency aims to make it easier for people who are already licensed in another state to be licensed in Arizona.

The Agency will continue to improve its customer-centric online portal for licenses and compliant processes, streamline online processes, and modify capabilities on the website to assist in answering Frequently Asked Questions.

Issue 3 Reduce regulatory burden and scope confusion for improved government outcomes

Description Through targeted focus on processes, the Agency continues to find ways to reduce regulatory burden and streamline rules to benefit customers.

Solutions:

The Agency is proactively reviewing its rules to ensure ineffective rules are improved or replaced. Additionally, the Agency will remove current ineffective or unnecessary rules to in order to reduce the administrative burden for customers, bond companies, etc. The Agency will continue to adjust the bond vendor portal and find ways to improve processes.

Issue 4 Modernize employee recruitment, training, and development to align with today's workforce

Description The Agency looks to recruit, develop, and retain a workforce that delivers exceptional customer service and operational excellence.

Solutions:

The technological system advancements require employee skillset enhancements to address current and future gaps. The Agency continues to encourage employees to seek new learning opportunities. Professional development and seeking new learning opportunities are key elements to ensure employees are retained and continue to maintain necessary skills. The Agency will codify a development and training program that addresses technical, managerial, and professional skillsets in order to fill future workforce requirements.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	109.7	109.7	109.7
General Fund	0.0	0.0	0.0
Other Appropriated Funds	12,690.0	12,690.0	12,690.0
Non-Appropriated Funds	4,666.8	4,666.8	4,666.8
Federal Funds	0.0	0.0	0.0

Program Summary

REGULATORY AFFAIRS

Jeffrey Zimmerman, Chief
 Phone: (602) 771-6890
 A.R.S. § 32-1101 et seq.

Mission:

To protect the health, safety and welfare of the public through a regulatory system designed to promote quality construction by Arizona contractors.

Description:

The Arizona Legislature established the Registrar of Contractors in 1931. The ROC licenses and regulates residential and commercial contractors. ROC staff investigate and work to resolve complaints against licensed contractors and unlicensed entities.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	10,574.2	13,754.6	13,754.6
Other Non Appropriated Funds	3,512.6	4,666.8	4,666.8
Total Funding	14,086.8	18,421.4	18,421.4
FTE Positions	94.9	109.7	109.7

- ◆ **Goal 1** To expand outreach to include new license applications, unlicensed complaint reporting and Construction Science Technology education

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of outreach events completed	0	0	12	10	10

Explanation: The number of events and collaborations with stakeholders

- ◆ **Goal 2** To improve and enhance customer portal and website

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of customer online engagement tools added	0	0	0	60	40

- ◆ **Goal 3** To make it easier for people who are already licensed or residing in another state to get licensed in Arizona

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of incomplete or incorrect items received within applications	0	0	14	12	10
# of Statutes Improved or Repealed	0	1	1	0	0
# of Rules Eliminated	0	3	0	2	2

◆ **Goal 4** To improve visual communication for status updates

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of calls requesting license or complaint status updates	0	0	0	10	15

◆ **Goal 5** To implement a Recovery Fund processing solution

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of days to process recovery fund claims	0	0	154	120	90

◆ **Goal 6** To evaluate the structural capacity for the Registrar of Contractors' general fund

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage difference of monthly revenue and expenditures	0	0	0	10	10

◆ **Goal 7** To enhance employee opportunities for training

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of employees that completed advanced or upgraded training	0	0	12	20	20

◆ **Goal 8** To always be tracked measures

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
# people reached	50,531	50,000	54,575	54,000	55,500
Explanation: Number of external people reached through ROC public facing means					
% engagement	32.67	30	49	35	35
Explanation: Measured as Bounce Rate, 30% or below is exceptional govt rate					
% of Applicants/Licensees called Prior to Adverse Action - Legal	100	100	100	100	100
Explanation: 100% of licensees/applicants should be called prior to adverse action					
% of Applicants/Licensees called Prior to Adverse Action - Licensing (License Denial)	85	100	100	100	100
Explanation: 100% of licensees/applicants should be called prior to adverse action					
% of Applicants/Licensees called Prior to Adverse Action - Compliance (Filing of Complaint)	100	100	100	100	100
Explanation: 100% of licensees/applicants should be called prior to adverse action					
% use of New Applications Submitted through Portal	83	80	81	80	85
% use of License Renewals Submitted through Portal	67	75	62	75	80
% use of Complaints Submitted through Portal	57	75	51	75	80
Average days to issue a new license	15.16	10	10	10	10
Average days to close complaint	30	32	30	32	32
Total number of contractors licensed in state	42,660	43,000	44,646	45,500	47,000
Number of complaints received - unlicensed contractors	1,265	1,500	1,444	1,500	1,500
Public Records Request turnaround time	0	0	5	10	10

Agency Summary

CORPORATION COMMISSION

Matthew Neubert, 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 private-sector corporate status and maintain business entity 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 is composed of five elected Commissioners. Staffing is provided in nine divisions, each headed by a Division Director serving under the Commission's Executive Director. The Commission's primary responsibilities are established in the Arizona Constitution and statutes and include reviewing and establishing public utility rates; regulating the sale of securities; ensuring pipeline and railroad safety; and serving as the repository of corporate and LLC business entity filings in accordance with State law.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ ADMINISTRATION	5,352.1	7,677.6	6,674.5
➤ HEARINGS	2,099.7	2,278.1	2,438.1
➤ CORPORATIONS	3,101.0	3,495.9	10,731.2
➤ SECURITIES	4,311.0	4,845.9	5,227.9
➤ RAILROAD SAFETY	843.0	1,151.8	1,218.6
➤ PIPELINE SAFETY	1,077.7	2,619.2	2,627.2
➤ UTILITIES	5,354.3	6,513.0	7,013.0
➤ LEGAL	1,775.1	2,000.9	2,200.9
➤ INFORMATION TECHNOLOGY	2,635.3	3,993.6	4,194.6
Agency Total:	26,549.2	34,576.0	42,326.0
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	623.2	807.2	807.2
Other Appropriated Funds	24,497.9	30,278.3	38,028.3
Other Non Appropriated Funds	1,428.1	3,490.5	3,490.5
Total Funding	26,549.2	34,576.0	42,326.0
FTE Positions	244.0	278.0	278.0

5 Year Plan

Issue 1 Electronic filing for Utilities and Other Parties

Description The Commission has been successful in implementing online filings. This has been beneficial especially during the recent pandemic which allowed services to continue even while buildings were closed to the public. The ACC will continue to develop its online filing options to allow most services to be filed online. Upgrades will continue as necessary as technology develops over time.

Solutions:

The Commission is working on a few remaining initiatives to make the Commission as paperless as possible.

1. Move Utility Annual Report filings online to be completed by the end of FY 2023
2. Expand types of Securities that may be filed electronically in FY23 and FY24.
3. Add electronic note taking capability to docket documents, to avoid printing and duplicating documents, in FY23.

Issue 2 Succession Planning

Description Like every knowledge-based organization, our personnel are our most valuable resource. The Commission has been very successful in retaining its personnel for relatively long tenures. However, retention success has created two unintended but significant consequences: 1) limited career development/upward mobility, and 2) impending loss of knowledge base through retirement. Over 26 percent of the Commission’s workforce is eligible for retirement today. This will increase to 39.3 percent by 2027.

Solutions:

The Commission is continually working to identify the skills gaps we expect to face within the next three to four fiscal years and to identify potential internal candidates to fill these gaps. Likewise, we are seeking out new and better recruitment strategies for entry- and mid-level employees. To ensure we have the very best candidates, the Commission is utilizing national resources, such as the National Association of Regulatory Utility Commissioners, for leadership recruitment. We are working with Veteran support groups to recruit eligible Veterans.

We are challenged by the inability to attract and hire new talent, as are most employers, and are seeking out new and creative ways to hire and retain new and qualified talent.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	301.0	301.0	301.0
General Fund	9.0	9.0	9.0
Other Appropriated Funds	272.0	272.0	272.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	20.0	20.0	20.0

Program Summary

ADMINISTRATION

Kimberly Battista, Director
 Phone: (602) 542-0747
 A.R.S. § 40-105

Mission:

To provide the executive leadership and decision-making authority for the timely resolution of matters coming before the Commission. To plan, coordinate and direct the administrative and fiscal activities necessary to support the Commissioners and all divisions of the Commission.

Description:

The Administration Division is composed of the five elected commissioners and their staff, the Executive Director's Office and the Administrative Services Office. The Chief Executive Officer of the Commission is the Executive Director, who serves at the pleasure of the Commissioners. The Administrative Services Director oversees the administrative and fiscal functions of the Commission. The Administrative Services office provides accounting, payroll, purchasing, building management and personnel support for the entire Commission.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	12.8	52.9	2.1
Other Appropriated Funds	5,062.6	7,242.4	6,290.1
Other Non Appropriated Funds	276.7	382.3	382.3
Total Funding	5,352.1	7,677.6	6,674.5
FTE Positions	28.5	29.0	29.0

◆ **Goal 1** To ensure all matters coming before the Commission are resolved in a timely manner, in accordance with administrative procedures.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Open Meeting held	11	15	13	15	15
Open Meeting Agenda items	241	300	353	300	300
Staff Meetings held	14	17	22	17	17
Staff meeting Agenda items	82	75	85	75	75
Special Open Meeting / Workshops held	7	15	21	15	15
Special Open Meeting / Workshop Agenda Items	45	50	39	50	50
Public Comment meetings held	0	2	15	2	2
Public Comment Agenda items	0	5	15	5	5
Joint Appearance (3 or more Commissioners at an event)	1	3	8	3	3
Stakeholder meetings	2	3	4	3	3
Stakeholder Agenda Items	13	15	46	15	15

◆ **Goal 2** To provide business services to all Divisions.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Purchase orders issued	818	600	533	600	600
Claims processed	1,778	1,500	1,420	1,500	1,500
Revenue deposited with the Treasurer (in millions)	72.8	70	69.8	70	70

Program Summary

HEARINGS

Jane Rodda, Chief Administrative Law Judge
 Phone: (520) 628-6552
 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 hearings and arbitrations on matters involving the regulation of public service corporations, the sale of securities, and the registration of non-municipal corporations. Under the direction of the Administrative Law Judges, proceedings are conducted through formal hearings that include taking sworn testimony, cross-examination of witnesses, admission of documentary and other physical evidence, and submission of oral arguments or post-hearing briefs. The Administrative Law Judges process Rate and Certificate of Convenience and Necessity applications under a procedural schedule that complies with the Commission’s “timeclock” rules to ensure that Recommended Opinion and Orders are issued in a timely manner. The Hearing Division is also responsible for Commission record-keeping through its Docket Control Center. The Hearing Division is working towards improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	2,099.7	2,278.1	2,438.1
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	2,099.7	2,278.1	2,438.1
FTE Positions	20.0	20.0	20.0

◆ **Goal 1** To conduct fair and impartial hearings, and to propose timely, factually, and legally sound Orders for the Commissioners' consideration.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of hearings/arbitrations held	50	50	54	50	50
Procedural Orders issued	618	800	504	600	600
Proposed Orders issued	101	95	115	100	100

◆ **Goal 2** To provide timely and efficient docket services to regulated utilities and consumers.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Open Meeting items processed	1130	1100	1460	1400	1400
Filings docketed (in thousands)	9.1	9	8.6	9	9
Number of Decisions	413	450	514	500	500

Program Summary

CORPORATIONS

Tanya Gibson, Director
Phone: (602) 542-3026
A.R.S. Title 10

Mission:

To approve corporate names and grant corporate or limited liability company status to entities organizing under the laws of the State of Arizona; to approve applications from foreign corporations and limited liability companies to transact business in this State; to collect annual reports from all corporations of record; and to maintain corporate and limited liability company records for the benefit of public record and service of process.

Description:

The Corporations Division is comprised of six sections (Examination, Records, Call Center, Customer Contact Center, Same Day/Next Day and Initial Processing). The Division also has two staff members in the Tucson office of the Corporation Commission to provide some services to the residents of Southern Arizona.

The Corporations Division approves for filing all articles of incorporation, amendments to articles, mergers and other restructurings, changes, withdrawals, and dissolutions for Arizona corporations; approves corporate and limited liability company (LLC) names; approves all articles of organization, amendments, terminations for LLCs; grants authority to foreign (non-Arizona) corporations and LLCs transacting business in this State; propounds interrogatories when necessary; and may administratively dissolve or revoke corporations and LLCs that do not comply with specific provisions of Arizona law.

The Division collects from every corporation an annual report reflecting the current statutory agent, corporate address, amount of stock issued (for profits), lists of officers and directors, Certificate of Disclosure and Statement of Bankruptcy. The Division updates the corporation's public record with information provided by the annual report and also when amendments or changes are submitted by the corporation.

The Division must maintain all information on corporations and LLCs in a data format conducive to public access; respond to public questions concerning Arizona corporations and LLCs; and respond to the needs of the business sector by disseminating information. The Division has limited investigatory powers and no regulatory authority. Arizona corporations and LLCs, however, may be administratively dissolved if certain statutory requirements are not met. Likewise, the authority of foreign (non-Arizona) corporations or LLCs to transact business in Arizona may be administratively revoked. The Division acts as an agent for Arizona corporations whenever an entity does not maintain a statutory agent or when the agent cannot be located. In these instances, services of process directed to the entity are accepted by the Records Section on behalf of the entity.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	3,101.0	3,495.9	10,731.2
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	3,101.0	3,495.9	10,731.2
FTE Positions	45.0	51.0	51.0

◆ **Goal 1** To provide customers with timely processing of their business documents.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of expedited requests achieved within 5 business days on average	74	100	86	90	95
Percent of regular requests achieved within 30 business days on average	99	100	100	100	100
Range of days to process expedited requests - Examination Section	1-6	1-3	1-6	1-6	1-6
Range of weeks to process regular requests - Corporate Filings	1-6	1-3	1-5	1-3	1-3
Total Active LLCs	1,195,240	1,203,000	1,321,231	1,390,000	1,453,000
Total active corporations and Limited Liability Corporations recorded	1,761,823	1,773,000	1,899,601	1,975,000	2,042,000
Total number of paper filings	72,741	72,000	80,841	81,000	82,000
Total number of electronic filings	432,452	435,000	424,942	425,000	429,000
Total filings received	505,193	550,000	505,783	506,000	511,000
Total percentage of electronic filings	86	86	84	84	84
Range of days to process regular requests - Annual Reports	16-18	15-17	15-17	14-16	14-16
Range of days to process Expedited requests - Annual Reports	1-3	1-3	1-3	1-3	1-3
Total number of Annual Reports filed electronically	136,412	140,000	129,378	130,000	132,000
Total number of Annual Reports filed	143,700	146,000	135,967	140,000	144,000
Total number of Same Day/Next Day filings	6,154	6,300	7,471	7,500	7,600
Range of Weeks to process regular requests - Examination Section	0	0	1-5	1-3	1-3

◆ **Goal 2** To provide customers the most expedient public information services possible.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Division-wide calls received	148,908	149,000	137,718	140,000	145,000
Division-wide calls answered	109,555	119,200	117,203	120,000	122,000
Range of days to process expedited requests - Records Section	3-5	2-4	1-3	1-3	1-3
Range of days to process regular requests - Records Section	15-17	15-17	13-15	13-15	13-15
Counter, mail and fax work orders	15,729	16,000	19,501	20,000	21,000
Number of website hits (in millions)	34.2	34.2	34.4	34.4	34.5
Corps. Forms hits	52,918	60,000	28,000	30,000	30,000

Explanation: Changed from millions to thousands in FY18

Total number of document images viewed (in millions)	1.4	1.4	1.3	1.3	1.3
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◆ **Goal 3** To streamline and improve internal customer-related administrative/ operational functions.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total mail and faxes received, division-wide	39,909	39,000	50,816	51,000	52,000
Number of documents scanned - IPS Section	59,725	58,000	75,909	76,000	78,000
Total Payments processed	358,598	362,000	375,504	380,000	390,000

Program Summary

SECURITIES

Mark Dinell, Director
 Phone: (602) 542-0626
 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 reviews prospective offerings of securities to ascertain that full and fair disclosure is made to potential securities investors and that the terms of offerings are not inherently fraudulent. Securities dealers and salespersons are required to register with the Division. Investment advisers and their representatives are required to be licensed by the Division unless exempt. The Division reviews these applications and monitors the conduct of dealers and salespersons, investment advisers, and their representatives and investigates possible violations. Where the evidence warrants, the Division brings administrative, civil, or criminal enforcement actions. The Division is working towards improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	4,311.0	4,845.9	5,227.9
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	4,311.0	4,845.9	5,227.9
FTE Positions	43.0	46.0	46.0

- ◆ **Goal 1** To ensure that registered securities offered to public investors are structured fairly and equitably and fully disclose all information necessary for an investor to make an informed decision.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Number of applications/filings	26072	26,000	24,864	26,000	26,000
Number of registrations/exemptions	28944	28,000	28,825	28,000	28,000
Number of exemptions (Rule 126)	2895	2000	3,905	2,000	2,000
Number of months required to review applications	1.5	1.5	0	1.5	1.5
Number of other exemptions	47	60	56	60	60
Number of name changes	1,671	1,500	2,018	1,500	1,500
Number of dealer examinations	8	2	8	5	5
Number of dealer registrations	1,816	1,800	1,848	1,800	1,800
Number of salesman registrations	221,489	200,000	234,911	220,000	220,000
Number of IA registrations	700	500	674	600	600
Number of IAR registrations	10,683	9,000	11,543	10,000	10,000
Number of IA examinations	29	40	28	40	40
Number of Public Educational Programs	33	30	33	30	30
Number of Legislative initiatives	0	0	0	0	0

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of complaints	183	200	279	200	200
Enforcement action: number of investigations initiated	189	50	159	60	60
Enforcement action: number of subpoenas issued	250	200	279	200	200
Commission Order: Number of Cease and Desist Orders	29	25	24	25	25
Commission Order: Fines- Number of Respondents	61	30	50	40	40
Commission Order: Restitution - Number of Respondents	56	30	38	30	30
Number of civil cases initiated	3	0	2	0	0
Number of indictments - True Bills	2	5	0	5	5
Number of civil proceedings closed	2	2	0	2	0
Number of civil proceedings open at year end	2	2	2	2	0
Total examinations under oath	9	30	22	30	30
Number of cases to hearing	28	2	3	2	2
Administrative Proceedings: Number Respondents	73	30	43	30	30
Number of administrative proceedings initiated	28	15	18	15	15
Civil Proceeding Initiated : Number of Defendants	9	0	5	0	0
Number Criminal Defendants - Indicted	2	5	0	5	0
Number of Criminal Restitution Orders	3	5	3	3	3
Number of Defendant Pleas and Convictions	8	5	6	5	5
Explanation: 30					
Number of Investigations Closed	150	30	197	75	75
Number of Investigations Open at Year End	153	75	115	75	75
Number of Respondents: Commission Orders	74	40	26	40	40

Program Summary

RAILROAD SAFETY

Chris Watson, Director
 Phone: (602) 262-5601
 A.R.S. §§ 42-201 et. seq.

Mission:

To ensure that the citizens of Arizona as well as railroad employees throughout the State have a Railroad System that is operated and maintained in as safe a manner as possible.

Description:

The Railroad Safety Section is responsible for inspection activities on both intrastate and interstate railroads operating in Arizona. Inspection activities are carried out under the authority of the federal government by way of an Interagency Agreement between the Commission and the Federal Railroad Administration (FRA). It is through this agreement that the Commission's Rail Safety Staff obtains the authority to fulfill its mission objectives.

Under the terms of the agreement, Commission Inspectors must be FRA certified. Inspectors conduct inspections, informing railroads of any defects that are found. Defects must be corrected and verified by a re-inspection. If an inspector finds that defects were not corrected and no effort was made to address the problem, he/she may submit a federal violation against the company. The Division is working towards improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	610.4	754.3	805.1
Other Appropriated Funds	230.3	383.8	399.8
Other Non Appropriated Funds	2.3	13.7	13.7
Total Funding	843.0	1,151.8	1,218.6
FTE Positions	8.0	9.0	9.0

◆ **Goal 1** To promote and ensure the safe operation of Arizona railroads.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Miles of railroad track inspected	3,993	3,900	2,721	3,900	3,900
Freight cars inspected	2,621	2,500	2,360	2,500	2,500
Locomotive units inspected	114	100	120	110	110
Operating practices inspections	143	140	133	75	75
Hazardous materials inspections	1,245	1,100	1,414	1,100	1,100
Grade crossing inspections	278	220	277	220	220
Industrial spur track inspections	141	100	266	100	150
Federal violations filed	13	20	15	10	15
Deraillments	38	50	48	50	50
Number of grade crossing accidents	35	35	43	40	40
Other accidents	34	40	39	20	20
Grade crossing complaints	48	50	140	55	75
Other complaints	20	40	36	45	45
Operation Lifesaver presentations	4	2	1	4	4
HazMat Accidents/Incidents	28	30	26	30	30

◆ **Goal 2** To ensure rail/highway grade crossings safety.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Grade crossings improved	3	8	4	5	5
New Grade Crossings Installed	0	1	1	1	6
Signal & Train control inspections	128	120	155	120	130
Signal system components inspected	1,226	1,100	1,211	1,200	1,200

Program Summary

PIPELINE SAFETY

Chris Watson, Director
 Phone: (602) 262-5601
 A.R.S. §§ 42-201 et. seq.

Mission:

To enforce federal and state pipeline safety regulations and to provide training and guidance to pipeline operators to ensure safe operation of pipeline facilities. To enforce the Arizona Underground Facilities Law and to provide training to facility owners and excavators in an attempt to reduce damage to underground facilities and to eliminate personal injuries and deaths associated with underground facilities.

Description:

The Pipeline Safety Office maintains staff in Phoenix and Tucson. 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 is an active participant in the Arizona 811 program. The Division is working towards improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	8.3	132.2	140.2
Other Non Appropriated Funds	1,069.4	2,487.0	2,487.0
Total Funding	1,077.7	2,619.2	2,627.2
FTE Positions	17.0	19.0	19.0

◆ **Goal 1** To protect the public and the environment by providing the highest level of pipeline safety awareness.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Fines collected (in thousands)	158	40	19.5	40	40
Total intrastate inspections (major operator only)	234	200	465	200	200
Violations: Intrastate (major operators only) Prior years include master meter operators	86	50	194	50	50
Violations: Master Meter	943	1,000	745	1,000	1,000
Total master meter inspections	1,063	1,000	690	1,000	1,000
Total number of code compliance inspections	1,063	1,000	1,536	1,000	1,000
Total Underground Facilities Law violations written	5650	50	75	0	50
Random Underground Facilities Law inspections	248	100	341	180	180
Seminars/Public awareness meetings held	4	20	11	20	20
Investigated incidents	243	200	235	200	200
Total number of Interstate pipeline safety violations	4	0	1	0	0
Total interstate inspections	19	15	40	15	15

◆ **Goal 2** To ensure the pipeline operators in Arizona operate gas pipeline systems as safely as possible.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total intrastate violations corrected (major operators only)	82	50	188	50	50
*Past years included Master Meter violations corrected					
Major pipeline operators training classes held	0	0	1	0	0
Master Meter training classes held/persons attending	3/22	15/200	1/7	15/200	15/200
One Call training classes held/persons attending	7/343	25/1,500	12/374	25/1,500	25/1500
Total master meter violations corrected	1,032	1,000	523	1,000	1,000

◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Renewal of interstate agreement for gas and liquid	2	2	2	2	2

◆ **Goal 4** To maintain and improve the professional skills of the ACC pipeline staff.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Development/updating of training courses for staff	16	15	12	15	15

Program Summary

UTILITIES

Elijah O. Abinah, Director
 Phone: (602) 542-4251
 A.R.S. § 40-201 et. seq.

Mission:

To recommend thoroughly researched, sound regulatory policy and rate recommendations to the Commissioners, which are based on a balanced analysis of the benefits and impacts on all stakeholders and are consistent with the public interest.

Description:

The Utilities Division carries out its responsibilities through seven organizational sections: Administrative Services, Compliance, Consumer Services, Directors Office, Engineering, Finance & Regulatory Analysis and Telecom & Energy. 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 550 traditional utilities. The Division implements Commission rules. The Division conducts research, presents evidence in hearings, and contracts with utility rate analysts and expert witnesses in carrying out its responsibilities. The Division also monitors compliance with Commission decisions. The staff conducts public workshops and other public proceedings on various regulatory topics. The Division is working toward improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	5,274.6	6,513.0	7,013.0
Other Non Appropriated Funds	79.7	0.0	0.0
Total Funding	5,354.3	6,513.0	7,013.0
FTE Positions	49.0	63.0	63.0

◆ **Goal 1** To ensure that utility service within the Commission's jurisdiction is available to all consumers at authorized rates.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Utilities regulated	538	541	535	536	536
Rate cases completed	43	37	60	51	51
Tariff applications processed	118	105	136	127	127

◆ **Goal 2** To ensure that any transition of the telecommunications and electricity generation markets from the current regulated monopoly structure to one of competition maintains safe and reliable service.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
CLEC applications filed	33	35	39	36	36
ILEC applications filed	3	8	3	3	3
CLEC Interconnection Agreements filed	57	35	49	53	53
Certifications processed: CLECs	19	15	11	15	15
Certifications processed: ILEC	1	0	0	1	0
CLEC interconnection agreements processed	24	20	74	49	49
Total Telecom applications filed	93	78	91	92	92
Total Telecom applications processed	68	58	102	85	85

- ◆ **Goal 3** To maximize the Division's operating efficiency through modernization of electronic processing and enhancing the Division's information technology.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Consumer complaints/requests submitted electronically	3,826	3,881	3,373	3,599	3,599

- ◆ **Goal 4** To maintain public involvement, accessibility, and regulatory oversight by conducting workshops, forums, and community outreach programs.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of public awareness functions	15	20	16	10	10
Number of water workshops	0	2	1	0	2
Number of electric workshops	6	8	11	8	8

Program Summary					
LEGAL					
Robin Mitchell, Chief Counsel					
Phone: (602) 542-6029					
A.R.S. § 40-106					

Mission:

To provide legal representation to the Corporation Commission in the performance of all of its powers and duties, except for matters pertaining to the activities of the Securities Division.

Description:

Matters handled by the Legal Division fall into five general categories: Commission dockets; federal regulatory dockets; litigation; other administrative matters; and special projects. The Legal Division represents the Commission in all matters relating to public utility-rate setting, and in other areas not associated with the Securities Division. Securities-related legal cases are litigated by the Attorney General's Office. The Division is working towards improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Funding:	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,775.1	2,000.9	2,200.9
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,775.1	2,000.9	2,200.9
FTE Positions	16.5	20.0	20.0

- ◆ **Goal 1** To provide efficient, high-quality legal representation.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Education and training expenditures (\$)	5,296	7,200	5,277	7,200	7,200
Attorney legal education classes completed	44	20	14	20	20
Job-related education classes for attorneys	44	75	18	75	75
Classes completed: job-related education for support staff	14	20	3	20	20
Expenditures on advanced research tools	26,662	33,000	30,212	33,000	33,000

◆ **Goal 2** To provide high-quality representation in administrative matters before the Corporation Commission.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Docketed matters handled	360	500	187	500	500
Administrative hearing days handled by the Legal Division	178	30	107	30	30
Orders to Show Cause prepared by the Legal Division	0	1	0	1	1
Formal complaints prepared by the Legal Division	0	1	0	1	1
Discovery/Data Requests/ Responses/ Oppositions prepared	175	300	135	300	300
Motions, Briefs, & other pleadings prepared	186	300	220	300	300

◆ **Goal 3** To provide high-quality representation in Judicial matters before various courts.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Commission actions appealed to courts	1	3	4	3	3
Motions, briefs and other pleadings filed in courts	38	20	23	20	20

◆ **Goal 4** To provide high-quality legal advice to the Commission.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Open/Special Open Meetings attended by Legal counsel	52	40	49	40	40

Explanation: On numerous occasions, more than 1 staff member attend.

Line Siting hearing days attended by counsel	0	4	83	4	4
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Explanation: On numerous occasions, more than 1 staff member attend.

Commission Staff Meetings attended by counsel	17	20	16	20	20
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Explanation: On numerous occasions, more than 1 staff member attend.

Program Summary

INFORMATION TECHNOLOGY

Letty Butner, IT Director
 Phone: (602) 542-0671
 A.R.S. § 40-105 (B)(2)

Mission:
To provide accurate, efficient, and timely technology design, development, implementation, communications and maintenance support services to the agency and its respective divisions.

Description:
 The Information Technology Division provides technology services and support such as application development, network services, hardware support, and project management for the entire Commission. The Division is working towards improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	2,635.3	3,386.1	3,587.1
Other Non Appropriated Funds	0.0	607.5	607.5
Total Funding	2,635.3	3,993.6	4,194.6
FTE Positions	17.0	21.0	21.0

◆ **Goal 1** To provide electronic interaction effectively with the public and other governmental entities. In addition, to implement effective protocols, software, and communication with the public to allow them to retrieve and submit data, forms, and all other documents.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Corporations available via the internet (in thousands)	1,762	1,900	1,899	2,200	2,400
* - Includes entities that are not active, but not past their 6 year removal date.					
Number of dockets available via the internet (in thousands)	23.6	24.6	24.0	25	26
Number of internet-submitted electronic filings to the ACC (in thousands)	438.8	450	432.4	450	450

◆ **Goal 2** To use information technologies effectively to enhance intra-agency communications and performance.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of hits to agency intranet pages (in thousands of user sessions)	122.2	85	65	65	65
Percentage of staff using electronic document management integrated with business processes.	86	91	67	70	70

- ◆ **Goal 3** To provide the public with video and audio broadcasts of agency meetings and decisions for communication, participation and transparency.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Open Meetings	23	24	34	30	30
Hearings	163	130	94	105	105
Special Open Meetings	19	18	13	15	15
Staff Meetings	17	12	27	20	15
Workshops and Town Halls	4	8	26	20	20

Program Summary

COMMUNICATIONS

Phone:

A.R.S. § 40-105 (B)(2)

Mission:

to

Description:

Agency Summary

DEPARTMENT OF CORRECTIONS

David Shinn, Director
 Phone: (602) 542-5225
 A.R.S. § 41-1601

Mission:

To provide safer communities by implementing court imposed sentences and removing those who victimize our citizens to appropriately secured environments. Facilitating structured programming designed to develop inmates' personal responsibility for their successful reintegration to the community through rehabilitative opportunities for change. Upon return of these citizens to our communities, we provide effective supervision designed to result in improved reentry outcomes which reduce recidivism.

Description:

The Arizona Department of Corrections, Rehabilitation and Reentry (ADCRR) carries out its mission by incarcerating inmates safely in correctional facilities, providing rehabilitation opportunities and programs designed for successful community re-entry. During incarceration, community standard healthcare services are provided to inmates. Opportunities for vocational skill development, educational opportunities from literacy to undergraduate degrees and substance abuse treatment increase the likelihood of successful and sustained re-entry upon release. ADCRR supervises offenders released to community supervision using a continuum of services and evidence-based programs. ADCRR returns to custody offenders who choose not to engage in their own rehabilitation and continue to present a threat to public safety. We embrace challenges and successes as opportunities to continuously improve our operations resulting in an exceptional return on investment for the citizens of Arizona which serves as a national model for corrections.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ PRISON OPERATIONS AND SERVICES	1,372,857.4	1,502,901.7	1,524,026.1
➤ COMMUNITY CORRECTIONS	11,041.0	32,426.1	35,043.6
➤ ADMINISTRATION	-61,653.7	49,425.6	54,700.0
Agency Total:	1,322,244.7	1,584,753.4	1,613,769.7
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	545,086.5	1,437,963.2	1,476,548.9
Other Appropriated Funds	37,756.7	58,149.8	51,291.8
Other Non Appropriated Funds	739,401.6	88,640.4	85,929.0
Total Funding	1,322,244.7	1,584,753.4	1,613,769.7
FTE Positions	9,814.0	9,817.0	9,817.0

Vision: Public Safety Through Rehabilitation and Operational Excellence

Mission: Providing safer communities by implementing court imposed sentences and removing those who victimize our citizens to appropriately secured environments. Facilitating structured programming designed to develop inmates' personal responsibility for their successful reintegration to the community through rehabilitative opportunities for change. Upon return of these citizens to our communities, we provide effective supervision designed to result in improved reentry outcomes which reduce recidivism.

Agency Description: The Arizona Department of Corrections, Rehabilitation and Reentry (ADCRR) carries out its mission by incarcerating inmates safely in correctional facilities, providing rehabilitation opportunities and programs designed for successful community re-entry. During incarceration, community standard healthcare services are provided to inmates. Opportunities for vocational skill development, educational opportunities from literacy to undergraduate degrees and substance abuse treatment increase the likelihood of successful and sustained re-entry upon release. ADCRR supervises offenders released to community supervision using a continuum of services and evidence-based programs. ADCRR returns to custody offenders who choose not to engage in their own rehabilitation and continue to present a threat to public safety. We embrace challenges and successes as opportunities to continuously improve our operations resulting in an exceptional return on investment for the citizens of Arizona which serves as a national model for corrections.

Executive Summary: Strategies align to achieve Public Safety through Rehabilitation and Operational Excellence: **Sustain a Well-Run Organization/Achieve Operational Excellence:** Maintain safety, security and accountability with sound population management and critical infrastructure improvement. **Staff Engagement** – Historical vacancies and turnover requires Initiatives to increase employee retention by utilizing available compensation strategies, expanding communication and leadership training and ensuring a safe work environment. **Improving Inmate Quality of Life** – Supporting and increasing opportunities of inmate programming, visitation, education and job training through deployment of new technology and upgrading critical infrastructure. **Effective External Stakeholders/Healthcare, Mental Health Contractors** – Sustain excellent inmate health care provision, using data to manage performance and establishing specialized training for contractors. **Effective Recidivism Reducing Programs** – Improve overall system outcomes, reduce the historical reliance on posting Sergeants and COIIs which adversely impacts provision of programs. Initiatives include increasing the treatment and program capacity to meet the needs of the inmate population and improving communication in the transition from inmate to offender. **Improve Public Confidence** – Improving engagement with external stakeholders by enhancing customer service. Further develop community partnerships by increasing public awareness and confidence.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategic Priority	Start Fiscal Year	Progress / Successes (FY 2022)
1	Sustain a Well Run Organization/ Achieve Operational Excellence	2022	<ul style="list-style-type: none"> Detention Beds Utilization is at 51% and decreased by 26% from the beginning of FY22 (July 2021), and 60% since our highest peak of 111% (March 2020). ASPC-Lewis /ASPC-Yuma Lock project 99% completed awaiting administrative closeouts. Purchased and provided needed safety equipment for staff; 2,596 tasers, 6,484 vests and 8,048 radios. Installed body scanners at each unit and x-ray machines for each prison complex. ASPC-Florence deactivation is on track, all units with the exception of South Unit will be vacated by the end of the 1st Qtr of FY23 providing greatly needed staffing relief at ASPC-Eyman. Reduced the Department's debt liability by 95% by paying off \$20M in Holiday and Compensatory Time. Reduced the Departments cell phone bill approximately \$180,000 annually through contract restructuring. Utilizing new budget strategies, we were able to spend over \$14 million dollars on capital equipment necessary to maintain the safe and orderly operations of the complexes.
2	Staff Engagement - Improve Recruitment, Retention, Job Satisfaction	2022	<ul style="list-style-type: none"> Increased school recruitment activities for CO positions by 57% over the previous year to help decrease our vacancy rate. The number of cadets assigned to COTA has steadily increased from 18 as of December 2021 to an average of 22 per month through June 2022. The uptick in the number of cadets assigned to COTA is attributed to incentive pay, increased recruitment efforts and community outreach. 166 staff have completed AZPOST Basic Leadership Academy training with additional classes scheduled throughout the year. Raises were given to substance abuse counselors and program managers comparable to market value and help retain and recruit future staff.
3	Improve Inmate Quality of Life	2022	<ul style="list-style-type: none"> CDL and CLP programs are now being offered in Second Chance Centers, with a completion of 806 CLPs as of 6/30/22. D.O. 802 was revised to streamline and improve the inmate grievance appeal process throughout the prison system. Hired a Central Office Appeals Officer to improve the grievance process. ADCRR is currently in the final stage of relocating the Second Chance Center from a rural area to a metropolitan area to allow greater access to the community and assist in seamless reentry.
4	Effective External Stakeholders / Healthcare, Mental Health Contractors	2022	<ul style="list-style-type: none"> ADCRR continues to mitigate the spread of COVID-19 resulting in a recovery rate of 99.19% as of 06/30/2022. With multiple mass testing, less than 0.0013% of the population actively has COVID-19. Vaccine rates continue to increase; 81% fully vaccinated across the 16 state and contracted prisons. Booster vaccines continue to be offered. Substance Use Disorder (SUD) - The MSCMB is collaborating with the ADCRR Inmate Programs and Reentry department on the implementation of a Medication Assisted Treatment (MAT) program for inmates with SUD who will be returning to the community. Successfully decreased self-injurious behavior throughout the prison system by 19% from FY21 (1,746) to FY22 (1,414). Developed and successfully implemented new standards to improve quality of mental health care with 96% of mental health measures in compliance. The first 500 hour Therapeutic Community program implemented by ADCRR. This program uses a comprehensive, residential drug treatment model for inmates to foster changes in attitudes, perceptions, and behaviors related to substance abuse. This practice is being used in several correctional environments and is promising in reducing recidivism rates. Implemented electronic health needs requests via the inmate tablet, improving inmate access to the health care system. ADCRR selected a new comprehensive health care provider for our inmate population to improve the quality and access of patient care availability.
5	Effective Recidivism Reducing Programs	2022	<ul style="list-style-type: none"> Over a 3 year follow-up period, FY 2018 releases had a 6% lower recidivism rate than FY 2017 releases (36.3% vs 38.6%). Reopened the Maricopa and Pima Reentry Centers under stringent COVID-19 protocols in July 2021. FY22 to date, Community Corrections has experienced a total of 6,965 successful completions representing a 73% success rate for individuals completing Community Supervision. Alternatives to returning offenders to custody, the Community Corrections programs discharged 1,737 offenders from its CC Reentry Centers and contracted partner programs representing an overall 65% success rate. These programs predominantly served individuals with high risk/high need designations with chronic behavioral and substance abuse issues. Arizona Healthy Forest Initiative graduated 114 inmates and began forestry project work on April 4, 2022. ADCRR sustains DUI treatment services by receiving Agency licensure at ASPC-Perryville.
6	Improve Public Confidence	2022	<ul style="list-style-type: none"> ADCRR implemented a new database to improve response time and service towards constituent inquiries and contacts. The analysis of data resulted in Constituent Services updating their website to better support the community needs.

SP#	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	<ul style="list-style-type: none"> Improve Staff and Institutional workplace safety Enhance Frontline internal communication capability 	<ul style="list-style-type: none"> # of inmate assaults on staff per 1000 inmates per month # of Inmate Assault on Staff Resulting In Injury per 1000 inmates per month # of Inmate contraband volume % of completion for WIFI installation 	<ul style="list-style-type: none"> Address the root cause of inmate assaults on staff at the institutional level. Increasing safety measures, equipment and the officers level of awareness through communicating lessons learned to prevent re-occurrences. Continue expansion of physical security features and electronic security technology that will reduce contraband entering ADCRR facilities. Reduce inmate contraband with recently installed body scanners and x-ray machines. Establish a plan to expand wireless internet amongst all institutions for internal communication capabilities to ADCRR staff and evolve technology within the institutions improving processes that include operations, education and medical.
	<ul style="list-style-type: none"> Improvement of Arizona Correctional Information System (ACIS) software solution 	<ul style="list-style-type: none"> # of Service Desk Ticket Volume (ACIS Specific) 	<ul style="list-style-type: none"> Establish plans to improve functionality by analyzing the impact of the ACIS software through service desk tickets. Identify resources and continue to meet Legislative mandated changes, as well as support the maintenance and operation agreement for the ACIS software.
	<p>Population Management:</p> <ul style="list-style-type: none"> Closure of ASPC-Florence Sustained reduction in Detention Bed Utilization 	<ul style="list-style-type: none"> % of Utilization of Detention Beds 	<ul style="list-style-type: none"> Complete milestones regarding the ASPC-Florence closure timeline with all units deactivated with the exception of the South Unit. Evaluate key strategies in addressing systemic issues that contribute to D.O. 805 requests and impact the detention bed utilization.
	<ul style="list-style-type: none"> Improve Institutional Infrastructure (locks, capital resources, improvements) Improve ADCRR fleet for operational effectiveness 	<ul style="list-style-type: none"> % of Life, Safety and Security building renewal project completions % of Fire and Security Projects completions % of completion of EVAP cooling at ASPC-Eyman and ASPC-Perryville (Phase I Procurement) % of completion of ASPC-Eyman Locks and Fire Suppression project % of vehicles replaced 	<ul style="list-style-type: none"> Identify resources to support the ADCRR comprehensive model/multi-year plan for life and safety components, physical plant preventative maintenance, repair, and replacement plan. Effectively and efficiently utilize the FY23 appropriated building renewal funds to address high-need projects that include fire, life and safety projects and replace cooling systems. Review and redesign standard work for perimeter security systems at each facility, installing the approved upgrades agency wide creating standardization based on custody level. Project milestones completion of fleet replacement.
	<ul style="list-style-type: none"> Increase ACI Return on Investment 	<ul style="list-style-type: none"> ACI Annual Profitability 	<ul style="list-style-type: none"> Execute newly expanded ACI services.
2	<ul style="list-style-type: none"> Reduce Staffing Vacancy Increase Staff Retention Improve Staff Training, Succession Planning 	<ul style="list-style-type: none"> # of COII vacancies COII regrettable attrition rate # of hours COIII working COII security posts % of IPR Program staff % Completions for COIII Convergent Case Management 	<ul style="list-style-type: none"> Utilize available compensation strategies, identify and mitigate resignation hotspots. Fill Corporal positions previously provided to provide additional career path for COIIs. Hire and retain sufficient COIIs to eliminate security posting of COIIs. Allow them to complete their roles in providing rehabilitation programming. Develop a Public Information Officer assignment for each institution. Develop specialized recruitment plans for diverse agency needs. Collaborate with high schools, trade schools, colleges and universities. Continued expansion across minimum/medium institutions with COIII Standard work for the Convergent Case Management reentry process.
3	<ul style="list-style-type: none"> Utilize technology to deliver virtual programming Institutional infrastructure upgrades 	<ul style="list-style-type: none"> # of inmate major program and education completions % of inmate major programs and education current needs met # of inmates completing the persevere program % of complete for inmate living area improvements 	<ul style="list-style-type: none"> Expand capacity and utilization for programming, education and treatment. Provide access to evidence-based programs to improve quality of life and outcomes for individuals with both short-term and long-term sentences. Expand the Persevere Program. Complete identified inmate living area building renewal projects.
4	<ul style="list-style-type: none"> Utilize data to effectively manage performance measures in Parsons v Shinn litigation Enhance patient care monitoring 	<ul style="list-style-type: none"> Stipulation agreement compliance rate % of quality care measures within compliance 	<ul style="list-style-type: none"> Ensure excellent inmate health care provision, using data to manage performance with a bifurcated management approach from ADCRR Medical services and ADCRR procurement to increase contractual obligations, enforcement and health care monitoring. Establish partnership to support vendor compliance with staffing requirements to meet the desired patient outcomes and delivery of timely, complete and quality patient care. Implement a formal Quality Assurance program and establish benchmarks for key indicators that are associated with improved patient outcomes.
5	<ul style="list-style-type: none"> Improve pre-release program handoffs between institutions and Community Corrections Increase Programs such as Substance Abuse Treatment, Medication Assisted Treatment (MAT), Therapeutic Behavioral Community 	<ul style="list-style-type: none"> Total # of absconder warrants issued Inmate substance abuse current needs met # of inmates graduating from the contracted substance abuse treatment programs (Breakthrough) % of filled substance abuse counselors 	<ul style="list-style-type: none"> Continued expansion of Community Corrections Reach-In program to medium and closed custodies with 3 points of contact to enhance transition to community supervision. Continue to expand Community Corrections Reentry Summit to identify additional reentry strategies to reduce recidivism. Increase treatment services through hiring and the expansion of substance abuse counselors. Provide the appropriate level of treatment and increase the availability of substance abuse treatment through enhanced assessments and services.
	<ul style="list-style-type: none"> ADCRR/ DFFM partnership for the AZ Healthy Forest Initiative 	<ul style="list-style-type: none"> # of inmates participating in AZ HFI Program 	<ul style="list-style-type: none"> Establish inmate forestry crews at facilities to support AZHFI.
6	<ul style="list-style-type: none"> Enhance communication with external stakeholders Enhance awareness of Agency operations and programs 	<ul style="list-style-type: none"> # of stakeholder complaints 	<ul style="list-style-type: none"> Continue to identify and utilize trends to resolve underlying and recurring problems as effectively as possible. Continue public website design to enhance user experience and expand self service opportunities.

5 Year Plan

Issue 1 Sustain a Well Run Organization / Achieve Operational Excellence

Description Maintain safety, security and accountability with sound population management and critical infrastructure improvement.

Solutions:

Address the root cause of inmate assaults on staff at the institutional level. Increasing safety measures, equipment and the officers level of awareness through communicating lessons learned to prevent re-occurrences.

Continue expansion of physical security features and electronic security technology that will reduce contraband entering ADCRR facilities.

Reduce inmate contraband with recently installed body scanners and x-ray machines.

Establish a plan to expand wireless internet amongst all institutions for internal communication capabilities to ADCRR staff and evolve technology within the institutions improving processes that include operations, education and medical.

Establish plans to improve functionality by analyzing the impact of the ACIS software through service desk tickets.

Identify resources and continue to meet Legislative mandated changes, as well as support the maintenance and operation agreement for the ACIS software.

Complete milestones regarding the ASPC-Florence closure timeline with all units deactivated with the exception of the South Unit. Evaluate key strategies in addressing systemic issues that contribute to D.O. 805 requests and impact the detention bed utilization.

Identify resources to support the ADCRR comprehensive model/multi-year plan for life and safety components, physical plant preventative maintenance, repair, and replacement plan.

Effectively and efficiently utilize the FY23 appropriated building renewal funds to address high-need projects that include fire, life and safety projects and replace cooling systems.

Review and redesign standard work for perimeter security systems at each facility, installing the approved upgrades agency wide creating standardization based on custody level.

Project milestones completion of fleet replacement.

Execute newly expanded ACI services.

Issue 2 Staff Engagement - Improve Recruitment, Retention and Job Satisfaction

Description Historical vacancies and turnover requires Initiatives to increase employee retention by utilizing available compensation strategies, expanding communication and leadership training and ensuring a safe work environment.

Solutions:

Utilize available compensation strategies, identify and mitigate resignation hotspots.

Fill Corporal positions previously provided to provide additional career paths for COIIs.

Hire and retain sufficient COIIs to eliminate security posting of COIIIs. Allow them to complete their roles in providing rehabilitation programming.

Develop a Public Information Officer assignment for each institution.

Develop specialized recruitment plans for diverse agency needs. Collaborate with high schools, trade schools, colleges and universities.

Continued expansion across minimum/medium institutions with the Convergent Case Management reentry process.

Issue 3 Improve Inmate Quality of Life

Description Supporting and increasing opportunities of inmate programming, visitation, education and job training through deployment of new technology and upgrading critical infrastructure.

Solutions:

Expand capacity and utilization for programming, education and treatment.

Provide access to evidence-based programs to improve quality of life and outcomes for individuals with both short-term and long-term sentences.

Expand the Persevere Program.

Complete identified inmate living area building renewal projects.

Issue 4 Effective External Stakeholders/Healthcare, Mental Health Contractors

Description Sustain excellent inmate health care provision, using data to manage performance and establishing specialized training for contractors.

Solutions:

Ensure excellent inmate health care provision, using data to manage performance with a bifurcated management approach from ADCRR Medical services and ADCRR procurement to increase contractual obligations, enforcement and health care monitoring. Establish partnership to support vendor compliance with staffing requirements to meet the desired patient outcomes and delivery of timely, complete and quality patient care. Implement a formal Quality Assurance program and establish benchmarks for key indicators that are associated with improved patient outcomes.

Issue 5 Effective Recidivism Reducing Programs

Description Improve overall system outcomes, reduce the historical reliance on posting Sergeants and COIIs which adversely impacts provision of programs. Initiatives include increasing the treatment and program capacity to meet the needs of the inmate population and improving communication in the transition from inmate to offender.

Solutions:

Continued expansion of Community Corrections Reach-In program to medium and closed custodies with 3 points of contact to enhance transition to community supervision. Continue to expand Community Corrections Reentry Summit to identify additional reentry strategies to reduce recidivism. Increase treatment services through hiring and the expansion of substance abuse counselors. Provide the appropriate level of treatment and increase the availability of substance abuse treatment through enhanced assessments and services. Establish inmate forestry crews at facilities to support AZHFI.

Issue 6 Improve Public Confidence

Description Improving engagement with external stakeholders by enhancing customer service. Further develop community partnerships by increasing public awareness and confidence.

Solutions:

Continue to identify and utilize trends to resolve underlying and recurring problems as effectively as possible. Continue public website design to enhance user experience and expand self service opportunities.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	9,569.0	9,569.0	9,569.0
General Fund	1,474,979.0	1,474,979.0	1,474,979.0
Other Appropriated Funds	51,291.8	51,291.8	51,291.8
Non-Appropriated Funds	74,642.1	74,642.1	74,642.1
Federal Funds	6,786.1	6,786.1	6,786.1

Program Summary

PRISON OPERATIONS AND SERVICES

David Shinn, Director
 Phone: (602) 542-5225
 A.R.S. § 41-1602

Mission:
To ensure public and staff safety by imprisoning inmates, providing inmate programming opportunities, providing statutorily required health care, and administering prison operations in an environment that is secure and humane.

Description:
 This program establishes prison operations and administers prison budgets. This encompasses security; physical plant; personnel and business office functions; inmate records; occupational safety; fleet/motor pool; warehouse; laundry; food services; classification; mail and property; telecommunications and security systems; information technology; inmate programs including work, treatment, education, religious services, and recreation; and Arizona Correctional Industries, which develops and manages revenue-generating inmate work activities. This program also ensures provision of medical, dental, and mental health services through a private vendor that is monitored by the Department for contract compliance and quality of care.

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:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	603,699.8	1,368,682.3	1,399,376.1
Other Appropriated Funds	36,981.7	55,433.3	48,575.3
Other Non Appropriated Funds	732,175.9	78,786.1	76,074.7
Total Funding	1,372,857.4	1,502,901.7	1,524,026.1
FTE Positions	9,212.5	9,215.5	9,215.5

Subprogram Summary

SECURITY

Lance Hetmer, Assistant Director
 Phone: (602) 542-3894
 A.R.S. § 41-1604

Mission:
To maintain effective custody and control over inmates in an environment that is safe, secure, and humane.

Description:
 This subprogram is responsible for implementation and oversight of operational areas of inmate accountability; key control; security/facility inspections; inmate regulations; inmate transportation; emergency preparedness; incident management; inmate escape prevention/response; searches; substance abuse detection, interdiction, and control; execution procedures; inmate death or hospitalization notification/disposition; tool and restricted product control; inmate levels of supervision; armory procedures; and security systems. It also includes evaluating and allocating security staff and providing for their in-service training; implementing gang management strategies; developing operational intelligence (acquisition, analysis, storage, dissemination); and enhancing security and safety measures through utilization of service dog resources and security technology transfer and product review.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	316,819.8	868,088.3	965,537.8
Other Appropriated Funds	2,142.1	12,164.1	12,164.1
Other Non Appropriated Funds	675,087.3	1,243.3	1,243.3
Total Funding	994,049.3	881,495.7	978,945.2
FTE Positions	7,799.0	7,799.0	7,799.0

◆ **Goal 1** To safeguard the public, staff, and inmates through the efficient, safe, and secure operation of prisons.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Number of escapes of inmates from any location	2	0	0	0	0
Number of suicides	10	n/a	10	N/A	N/A
Explanation: National standard is 6 suicides per year. Source of the suicide rates in state prisons comes from the Bureau of Justice Statistics, covering years 2001 and 2005-2014.					
Number of suicide attempts (Average Per Month)	4.33	n/a	5.92	N/A	N/A
Explanation: Definition of suicide attempt is: any act of self-harm with the intention to end one's life. Intentionality shall be determined by health care or mental health professionals					
# of Staff Assaulted per 1,000 inmates (Average Per Month)	0	0	1.133	N/A	N/A

Subprogram Summary

INSPECTIONS AND INVESTIGATIONS

Greg Lauchner, Inspector General
Phone: (602) 771-5101
A.R.S. § 41-1604

Mission:
To promote Department safety and security by conducting administrative, civil, criminal, and gang-related investigations; conducting daily, weekly, monthly, and annual inspections and performance audits; and ensuring agency compliance with fire and life safety codes.

Description:
This subprogram conducts background and administrative investigations in support of the hiring and retention of professional staff; conducts investigations into criminal acts and civil violations committed by inmates, staff, or others, to support successful prosecution and/or effective applications of discipline; develops intelligence, and investigates Security Threat Group activity to support management of inmates and the safe operation of institutions; conducts annual compliance audits of each prison; and provides consultation and assistance in fire and life safety code compliance to support staff, inmate, and environmental safety in all agency matters.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	9,186.0	9,788.2	11,373.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.5	0.0	0.0
Total Funding	9,186.6	9,788.2	11,373.3
FTE Positions	101.0	101.0	101.0

- ◆ **Goal 1** To conduct investigations and audits to ensure State prisons and Department staff are compliant with Department policies and procedures.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average annual Arizona State-Operated Prison compliance audit percent score	91.07	93	87.91	93	93

Subprogram Summary

INMATE EDUCATION, TREATMENT, AND WORK PROGRAMS

Christina Russell, Assistant Director
 Phone: (602) 374-3234
 A.R.S. § 41-1604, 1604.02, 41-1623

Mission:
To require inmate participation in self-improvement programming opportunities and services including work, education, substance abuse treatment, sex offender treatment, and spiritual access designed to prepare inmates to be responsible citizens upon release.

Description:
 This subprogram establishes structured access to work, education, substance abuse treatment, sex offender treatment, and spiritual services to improve the inmate's successful reintegration into the community, in accordance with Department goals, mandates, and statutes.

Funding:	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
General Fund	33,825.6	29,236.5	32,076.4
Other Appropriated Funds	1,602.9	5,317.2	5,317.2
Other Non Appropriated Funds	46,750.0	59,755.8	57,044.4
Total Funding	82,178.4	94,309.5	94,438.0
FTE Positions	506.0	506.0	506.0

- ◆ **Goal 1** To maximize inmate participation in Department programming opportunities.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Inmate Program Completions (average per month)	505	750	824.25	850	850

Explanation: FY21 target changed due to COVID19 impact on providing in-class programming

Inmate Program Utilization Rate (average percent per month)	90.11	90	89.86	90	90
High risk, high needs inmate program completions (average percent per month)	35.99	38	37.59	40	40

Subprogram Summary

HEALTH CARE

Larry Gann, Assistant Director
 Phone: (602) 255-2491
 A.R.S. § 31-201.01, 41-1604

Mission:

To ensure the provision of medical, dental, and mental health care to inmates through a private vendor.

Description:

This subprogram ensures that the inmate population is provided with statutorily required medical, dental, and mental health services through a private vendor that is monitored by the Department for contract compliance and quality of care.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	6,608.1	22,456.5	13,690.4
Other Appropriated Funds	0.0	2,215.3	0.0
Other Non Appropriated Funds	80.2	460.2	460.2
Total Funding	6,688.4	25,132.0	14,150.6
FTE Positions	44.0	47.0	47.0

- ◆ **Goal 1** To provide the inmate population with statutorily required medical, dental, and mental health services through a private vendor that is monitored by the Department for contract compliance and quality of care.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Vendor staffing levels (Percent Per Month)	95	100	89.75	100	100
Stipulation Agreement compliance (average percent per month)	91	100	89.80	100	100

Subprogram Summary

PRIVATE PRISONS

Lance Hetmer, Assistant Director
 Phone: (602) 542-3894
 A.R.S. § 41-1604, 1604-02

Mission:

To develop private prison contracts and provide oversight to monitor their safe, secure and cost-effective operation, while imprisoning inmates according to the Department's mission.

Description:

This subprogram manages all aspects of private prison contracts including initial research and development, proposal evaluation, contract negotiations, and contract maintenance functions. This subprogram works with private prison firms to ensure comparable confinement and program services are provided to all Arizona state inmates, regardless of location. Oversight of private prisons in Arizona is provided by Department staff who monitor facility operations, inmate management, inmate services, clearance of contractor personnel, and payment of fees consistent with the terms outlined in individual facility and service contracts.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	126,588.9	211,970.9	250,512.1
Other Appropriated Funds	29,374.0	29,374.0	29,374.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	155,962.9	241,344.9	279,886.1
FTE Positions	53.0	53.0	53.0

- ◆ **Goal 1** To develop private prison contracts and provide oversight to monitor their safe, secure, and cost-effective operation, while imprisoning inmates according to the Department's mission.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average annual Contracted Private Prison compliance audit percent score	94.19	97.5	92.56	97.5	97.5

Subprogram Summary					
PRISON MANAGEMENT AND SUPPORT					
Lance Hetmer, Assistant Director					
Phone: (602) 542-3894					
A.R.S. § 41-1604					

Mission:
To provide leadership and direction in the administration and operations of all prisons to ensure inmate accountability and staff safety.

Description:
 This subprogram oversees prison operations, Regional Operations Directors, and Wardens and their immediate staff; administers prison budgets and staffing/safety programs; manages prison activation/deactivation; and directs centralized operational systems and services. This subprogram includes fiscal management, fleet management, fire and safety, food service, warehouse, and maintenance. This subprogram is also responsible for inmate classification, protective segregation, time computation and records, legal access, and inmate family assistance services.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	110,671.3	227,141.9	126,186.1
Other Appropriated Funds	3,862.8	6,362.7	1,720.0
Other Non Appropriated Funds	10,257.8	17,326.8	17,326.8
Total Funding	124,791.8	250,831.4	145,232.9
FTE Positions	709.5	709.5	709.5

- ◆ **Goal 1** To provide leadership and direction in the management of inmate population growth and the allocation of physical and fiscal resources.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average daily inmate population	37,708	35,954	34,324	33,464	33,764
Average daily rated bed surplus or (deficit)	1,191	3,018	4,658	5,035	5,481

Program Summary

COMMUNITY CORRECTIONS

Eric Stewart, Community Corrections Operations Administrator
 Phone: (602) 771-5705
 A.R.S. § 41-1604

Mission:

To provide effective community supervision of offenders, facilitate their successful transition from prison to the community, and return offenders to prison when necessary to protect the public.

Description:

This program is charged with supervising offenders on community supervision and identifying and returning to prison offenders who violate conditions of supervision and represent a serious threat to public safety. The program refers to law enforcement and prosecutorial agencies sex offenders subject to registration, community notification, and sexually violent person laws; coordinates sex offender registration prior to release; assists in the apprehension, extradition and transportation of fugitives; completes due process on all offenders returned to custody; represents the Department at revocation hearings conducted by the Board of Executive Clemency; conducts administrative hearings; provides criminal history information to authorized criminal justice agencies; manages the implementation of the Interstate Compact for the Supervision of Adult Inmates and Offenders (releasees on community supervision); collaborates with state and community agencies; and interacts with individual victims and victim associations. This program also operates Reentry Centers in the community to assist offenders in successful completion of community supervision by offering programming, intermediate sanctions, and temporary housing for offenders released to homelessness; this program contributes to public safety and community well-being, particularly related to housing for homeless sex offenders.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,899.0	21,858.6	24,476.1
Other Appropriated Funds	763.3	2,705.8	2,705.8
Other Non Appropriated Funds	6,378.7	7,861.7	7,861.7
Total Funding	11,041.0	32,426.1	35,043.6
FTE Positions	188.0	188.0	188.0

◆ **Goal 1** To promote successful completion of community supervision

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Re-incarcerated due to technical violations (average per month)	197	190	191.83	190	190

Program Summary

ADMINISTRATION

David Shinn, Director
 Phone: (602) 545-5225
 A.R.S. § 41-1602, 41-1604

Mission:

To provide leadership, support, and resources that enable Department employees to perform their duties and achieve professional excellence and to ensure that the Department is responsive to internal and external stakeholders

Description:

This program determines current policy and future direction of the Department through the following functional areas: legal services; legislative affairs; public and internal communications; constituent services; policy promulgation; human services, employee relations, equal opportunity, employee grievances and disciplinary actions; training and employee development; budgeting, planning, and research; engineering and physical plant services; financial and procurement services; and information technology services.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	-62,512.3	47,422.3	52,696.7
Other Appropriated Funds	11.6	10.7	10.7
Other Non Appropriated Funds	847.0	1,992.6	1,992.6
Total Funding	-61,653.7	49,425.6	54,700.0
FTE Positions	413.5	413.5	413.5

◆ **Goal 1** To recruit, retain, recognize, and develop staff

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Quantity of vacant Correctional Officer II positions	1389	1300	1969.5	1900	1850
Correctional Officer II regrettable attrition rate	61.17	65	72.96	70	65

◆ **Goal 2** To ensure fiscal responsibility in the administration of the agency's budget

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Appropriated Funds Spending Variance (Actual)	0	0	-0.02	1	1

Agency Summary

CRIMINAL JUSTICE COMMISSION

Andrew LeFevre, Executive Director
 Phone: (602) 364-1156
 A.R.S. § 41-2401

Mission:

To sustain and enhance the cohesiveness, effectiveness, and coordination of Arizona’s criminal justice system; to monitor the criminal justice system and identify needed revisions; to monitor criminal justice statutes and proposed or new criminal justice statutes and identify needed revisions or proposed legislation; acquire and administer designated funds for the enhancement of specified criminal justice programs and activities; and make reports on these activities and functions.

Description:

The Criminal Justice Commission administers federal criminal justice grants provided to State, county, and local law enforcement agencies and non-profit organizations.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ AGENCY MANAGEMENT	829.7	1,172.4	1,172.4
➤ CRIME VICTIMS	3,204.0	18,935.2	7,769.5
➤ STATISTICAL ANALYSIS CENTER	558.5	647.1	647.1
➤ CRIME CONTROL	12,323.4	23,222.4	23,222.4
➤ CRIMINAL JUSTICE SYSTEM IMPROVEMENT	2,488.3	5,147.8	5,147.8
Agency Total:	19,403.9	49,124.9	37,959.2
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	14,600.0	14,600.0
Other Appropriated Funds	4,206.3	7,280.4	7,280.4
Other Non Appropriated Funds	15,197.6	27,244.5	16,078.8
Total Funding	19,403.9	49,124.9	37,959.2
FTE Positions	21.5	21.0	21.0

Issue 1 Criminal Justice Records Integration

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.

Solutions:

Objectives

To improve the criminal history records in the State of Arizona as well as manage criminal justice records integration and criminal justice system improvements throughout the state.

Strategies

- To establish and publish technology and data standards for criminal justice agencies of the state annually.
- To improve disposition reporting of each county to the central repository each year.
- To introduce legislation to change/improve criminal history reporting as needed.
- To administer, monitor, and evaluate grant projects on a continual basis.
- To develop a strategic plan and allocation plans for utilization of available funds on an annual basis to assist in the completion of the Arizona Records Improvement Plan.
- To apply for available funds from federal Justice Department agencies.

Performance Measures

- Stakeholder meetings coordinated to discuss record improvement challenges by records coordinator.
- Percentage increase in disposition reporting utilizing the Records Quality Index (RQI) tool for record improvement projects funded through the program annually.
- Bills submitted to Legislature.
- Bills passed by the Legislature for the improvement of criminal history record reporting.
- Site visits to grantee agencies.
- 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.
- Grants awarded to agencies for improvement of criminal justice/history records.
- Updates submitted to the integration strategic plan by the Policy Team annually.
- Development and publication of criminal justice records improvement plan for the criminal justice system in Arizona, including evolutionary revisions to the plan.
- Number of grant applications submitted to proper agencies.
- Number of grant awards provided to the Commission by the various granting agencies.
- Number of applicants requesting funding.

Issue 2 Data Driven Policy Decisions

Description To improve the criminal justice system in Arizona through the use of data obtained from the Statistical Analysis Center for data driven policy decisions.

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 Arizona Youth Survey (AYS) which provides critical information to the Governor and Legislature regarding various risk and protective factors among students in Arizona. Other statistical and research projects are conducted by the Center with the approval of the Executive Director.

Solutions:**Objectives**

To improve the criminal justice system in Arizona through the efforts of a quality Statistical Analysis Center.

Strategies

- To develop, implement and sustain processes that provide a relevant, reliable source of information on crime and the criminal justice system in Arizona.
- Maintain an effective and relevant criminal justice research program.
- Develop, implement and operate data and information producing programs and processes on crime activity and the criminal justice system in Arizona.

Performance Measures

- Number of studies/research projects proposed by internal and external customers.
- Number of studies/reports completed and published.
- Number of research products mailed via US mail to external customers (paper reduction).
- Number of public and media data requests processed.
- Number of legislative and policy-maker data requests processed.
- Number of public presentations by SAC staff.

Issue 3 Coordination of Legislative Issues Among Criminal Justice Stakeholders

Description To monitor the progress and implementation of new and continuing criminal justice legislation. Develop and deliver recommendations for constitutional, statutory, and administrative revisions that are necessary to develop and maintain a cohesive and effective criminal justice system.

The coordination of legislative issues is a constant endeavor involving all aspects of the criminal justice system. In accordance with ARS 41-2045.A, The Arizona Criminal Justice Commission shall: 1. Monitor the progress and implementation of new and continuing criminal justice legislation. The ACJC continues to work closely with all stakeholders, as well as other entities affected by criminal justice legislation, on new and current legislation. Representatives from criminal justice stakeholder agencies meet throughout the legislative session to discuss legislative issues impacting the criminal justice system. The Commission also makes recommendations to the Governor and the Legislature as well as provides direction to legislative staff on the position of the Commission regarding new legislation.

Solutions:**Objectives**

Monitor the progress and implementation of new and continuing criminal justice legislation. Develop and deliver recommendations for constitutional, statutory, and administrative revisions that are necessary to develop and maintain a cohesive and effective criminal justice system.

Strategies

- 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.
- 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.
- 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

- Sustain an effective number of agency legislative events.
- Dissemination of criminal justice related legislative information and materials through meetings, publications, reports, and direct personal contact.
- Organize, support and conduct meetings under the Commission responsibility to produce effective results.
- 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.

Issue 4 Criminal Justice Coordination

Description The Arizona Criminal Justice Commission is a statutorily authorized entity mandated to carry out various coordinating, monitoring and reporting functions regarding the administration and management of criminal justice programs in Arizona. The ACJC serves as a resource and service organization for Arizona's criminal justice community on issues including; drugs, gangs and violent crime; victim assistance and compensation; and record improvement programs.

As the funding for these programs continues to decline it has become vital that all criminal justice stakeholders continue to work cooperatively to leverage the minimal resources available. The goal of the Arizona Criminal Justice Commission is to facilitate working collectively to fulfill the strategic plan of Arizona while still meeting the needs of those stakeholders with available funds.

Solutions:**Objectives**

To continue to improve criminal justice coordination throughout Arizona and the nation.

Strategies

- Build consensus among criminal justice stakeholders.
- Serve as the forum for identifying issues and their solutions.
- Facilitating cooperation that will improve public safety.
- Draw upon state, local and federal agencies and individuals to develop recommendations and strategies.
- To effectively manage the allocation and administration of state and federal funds to provide a high probability of improving the criminal justice system in Arizona.

Performance Measures

- Percent of programs reviewed reflecting compliance with certified assurances and fiscal management practices.
- Conduct training of county and local agency participants in the administration of the programs.
- Administer, monitor, and evaluate program projects and required reports regarding the program.
- Applicants requesting funds.
- Grants awarded in a timely manner.
- Program audits reflecting no deficiencies.
- Program single audits reflecting compliance with Administrative Rules.
- Develop and implement strategies/plans for federal and state resources allocated to commission authority in Arizona.
- Solicit grant applications and funding requests, evaluate requests, and efficiently allocate available resources to appropriate agencies and activities statewide.
- Facilitate focused discussions on criminal justice topics with supporting research.
- Identify, track and highlight trending national criminal justice topics.
- Recommend and periodically review policies for the coordinated implementation of policies.
- Identify needs and recommend agency allocations and resources to meet these needs when appropriate.
- Identify legal and administrative barriers to effective service delivery.
- Review agency funding criteria and make recommendations when appropriate.
- Review plans and make recommendations for plan format and content.
- Review annual performance data and make recommendations for improved service delivery, operating procedures or funding when appropriate.

Issue 5 Staff Development and Retention

Description Recruit, retain, and develop talented personnel to contribute to the mission of ACJC and Arizona’s criminal justice stakeholders.

Although ACJC has 25 authorized positions, through automation and restructuring of the agency, we have worked very effectively for several years with 22 employees. The overwhelming majority of our 22 staff members are multiple degreed professionals who are also well established in their field of expertise. In the last few years, ACJC has had a 35 percent turnover among our employees. The costs associated with training and acclimating new employees further burdens strained budgets and staffing challenges. The majority of employees leaving ACJC are being hired by other public entities and are being lured by higher salaries.

Solutions:

Objectives

Recruit, retain, and develop talented personnel to contribute to the mission of ACJC and Arizona’s criminal justice stakeholders.

Strategies

- Work with ADOA on new retention strategies.
- Expanded distribution of employment opportunities.
- Membership in professional associations related to key position expertise.
- Identify entities/industries/organizations with corresponding expertise.
- Survey topics among employees to identify methods of increasing employee satisfaction.
- Seek increased state appropriation to use towards salary increases and training opportunities.

Performance Measures

- Maintaining averages of academic achievement among employees.
- Recruit employees with expertise beyond the minimum requirements.
- Raise average tenure of employees.
- Reduce employee turnover rates.
- Reduce training costs associated with training and acclimating new employees.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	21.0	21.0	21.0
General Fund	4,000.0	4,000.0	4,000.0
Other Appropriated Funds	7,280.4	7,280.4	7,280.4
Non-Appropriated Funds	5,970.1	5,970.1	5,970.1
Federal Funds	8,280.4	8,280.4	8,280.4

Program Summary

AGENCY MANAGEMENT

Andrew LeFevre, Executive Director
 Phone: (602) 364-1156
 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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	485.0	708.9	708.9
Other Non Appropriated Funds	344.7	463.5	463.5
Total Funding	829.7	1,172.4	1,172.4
FTE Positions	8.5	8.0	8.0

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of agency legislative events	200	200	200	200	200
Number of criminal justice legislative liaison meetings coordinated	30	30	30	30	30

- ◆ **Goal 2** To develop, establish, and maintain reliable accurate fiscal systems for all Commission activities including grant programs and fund distribution functions.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Generate and execute contracts, working agreements and other routine fund distribution and expenditure functions	150	150	150	150	150

- ◆ **Goal 3** To provide a continuous, organized forum for the discussion of the criminal justice system, the identification of changes needed, the development of change mechanisms including legislative proposals, and the coordination of information regarding these activities.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Organize, support and conduct meetings under the Commission responsibility to produce effective results	30	30	30	30	30
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	120	120	120	120	120

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 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	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	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	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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Develop strategies and implement plans that effectively utilize funds and resources available to the Commission	100	100	100	100	100
Develop and sustain fiscal processes that successfully acquire, allocate, monitor, and report on all programs, functions and activities under the Commission's control	100	100	100	100	100
Organize, support, and conduct all meetings under the Commission responsibility to produce effective results	100	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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent completion of statutory mandates regarding Commission duties, responsibilities and mandates	100	100	100	100	100
Number of reports	40	40	40	40	40

Program Summary

CRIME VICTIMS

Heather Bohnet, Crime Victims Program Manager
 Phone: (602) 364-1168
 A.R.S. § 41-2407

Mission:

To administer the Crime Victims Programs under the authority of the Arizona Criminal Justice Commission in a reliable and accurate manner which provides support to all agencies that assist and compensate the victims of crime.

Description:

The Crime Victims Program administers the Arizona Crime Victim Compensation Fund, the Arizona Crime Victim Assistance Fund, and the Office of Justice Programs, Office for Victims of Crime, Victims of Crime Act (VOCA) victim compensation grant. The funds are disseminated on a state-wide basis through a grant and formula allocation to public and private service providers and operational units. These provide financial assistance, services, and reimbursement to victims of crime. This program also monitors all victim-related legislation on both the federal and state levels and disseminates this information to victim advocates and programs.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	2,000.0	2,000.0
Other Appropriated Funds	1,774.7	4,250.7	4,250.7
Other Non Appropriated Funds	1,429.3	12,684.5	1,518.8
Total Funding	3,204.0	18,935.2	7,769.5
FTE Positions	4.0	4.0	4.0

◆ **Goal 1** To increase the number of compensation claims filed and awarded to eligible crime victims.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Obtain increased spending authority for the crime victim compensation program	4.2	4.2	4.2	4.2	4.2
Increase in compensation awards reported by Operational units	3.1	3.1	3.2	3.7	3.7
Increase in eligible benefits available to crime victims	3.1	3.1	3.2	3.7	3.7

◆ **Goal 2** To effectively manage the allocation and administration of Crime Victim Compensation Funds.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Continuity of administration in the 15 counties	15	15	15	15	15
Percent of counties in which case reviews completed	50	90	25	90	90
Percent of cases reviewed showing no deficiencies	90	90	80	90	90
Percent of programs reviewed reflecting compliance with certified assurances and fiscal management practices	90	90	90	90	90

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Applicants requesting funds	18	22	19	15	25
Grants awarded in a timely manner to victim services providers	9	7	7	12	20
Number of site visits completed	6	6	4	9	15
Program audits reflecting no deficiencies	5	5	4	8	10
Program single audits reflecting compliance with Administrative Rules	21	21	15	10	21

Program Summary	
STATISTICAL ANALYSIS CENTER	
Matthew Bileski, Program Manager	
Phone: (602) 364-1175	
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 Arizona Youth 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:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	557.9	647.1	647.1
Other Non Appropriated Funds	0.6	0.0	0.0
Total Funding	558.5	647.1	647.1
FTE Positions	3.0	3.0	3.0

- ◆ **Goal 1** To implement and maintain an effective and relevant criminal justice research program.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of studies/research projects proposed by internal and external customers	10	10	10	10	12
Number of studies/reports completed and published	3	5	2	5	7
Number of public and media data requests processed - Anticipating decline because of data dashboard on website.	36	35	8	25	30
Number of legislative and policy-maker data requests processed	2	2	2	2	2
Number of research products mailed via US mail to external customers (paper reduction).	0	0	0	0	0

Program Summary

CRIME CONTROL

Tony Vidale, Crime Control Program Manager
 Phone: (602) 364-1155
 A.R.S. § 41-2402

Mission:

To enhance and coordinate the funded efforts to deter, investigate, prosecute, adjudicate, and punish drug, violent crime, and criminal street gang offenders.

Description:

The program administers the federally funded Edward Byrne Memorial Justice Assistance Grant (Byrne JAG Grant Program), a congressionally consolidated local law enforcement program in 2004 previously known as Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and the Local Law Enforcement Block Grant Program (LLEBG). This grant program provides enhanced funding to state and local law enforcement and related agencies to carry out the purposes set forth under A.R.S. § 41-2402. The Arizona Criminal Justice Commission is designated as the State Administrative Agency (SAA) for this program. In 1996 the Arizona Criminal Justice Commission was also designated as the State Administrative Agency for the Residential Substance Abuse Treatment Grant Program. This program also administers a number of non-grant projects such as Fill the Gap funds for distribution to counties.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	12,600.0	12,600.0
Other Appropriated Funds	1,388.7	1,673.7	1,673.7
Other Non Appropriated Funds	10,934.7	8,948.7	8,948.7
Total Funding	12,323.4	23,222.4	23,222.4
FTE Positions	4.0	4.0	4.0

- ◆ **Goal 1** To distribute appropriated funds and court fines to County indigent defense agencies and contract indigent defense as required by A.R.S. § 41-2409 for the purpose of improving case processing and by January 8th each year report to those stated in the legislation on the expenditure of the monies in the state aid to indigent defense fund for the prior fiscal year and on the progress made in achieving the goal of improved criminal case processing.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Completion of annual report by due date.	0	0	1	1	1

- ◆ **Goal 2** 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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Grants identified, applications submitted and approved by funding authorities	4	3	4	3	0
Number of grant applications received from criminal justice agencies requesting grant funds for criminal justice system activities authorized by the Commission.	102	45	43	45	45
Number of grant applications evaluated and awarded to criminal justice agencies for criminal justice system activities authorized by the Commission.	102	45	43	45	45
Number of arrests made by grant-funded task forces	3,003	3,000	2632	3,000	3000
Convictions reported by grant-funded prosecution projects	13,742	13,500	12277	13,500	13500
Percent of grant agreements executed in a timely manner by Commission staff	100	100	100	100	100
Percent of requests for training/technical assistance received and filled	100	100	100	100	100
On-site monitoring visits conducted by Commission staff	0	6	0	10	10
Federal grantor agency conferences, workshops and planning sessions attended by Commission staff	2	2	2	2	2
Complaints received by Commissioners regarding actions by the Commission staff in the administration of sub-grants	0	0	0	0	0
Percent of complete, accurate reports submitted on or before due dates	100	100	100	100	100

Program Summary

CRIMINAL JUSTICE SYSTEM IMPROVEMENT

Lloyd Asato, CJ Systems Improvement Program Manager
 Phone: (602) 364-1152
 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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,488.3	5,147.8	5,147.8
Total Funding	2,488.3	5,147.8	5,147.8
FTE Positions	2.0	2.0	2.0

- ◆ **Goal 1** To develop a strategic plan and allocation plans for utilization of available funds on an annual basis to assist in the completion of the Arizona Records Improvement Plan.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Grants awarded to agencies for improvement of criminal justice/history records	12	15	14	15	15

Agency Summary

STATE SCHOOLS FOR THE DEAF AND THE BLIND

Annette Reichman, Superintendent
 Phone: (520) 770-3704
 A.R.S. §§ 15-1300 et seq.

Mission:

To empower children and students who are hard of hearing or deaf or have vision loss by providing the educational opportunities necessary to succeed in college, career, and life.

Description:

Arizona State Schools for the Deaf and the Blind (ASDB) was founded in 1912. ASDB provides education and support services to over 2,000 children who are blind, visually impaired, deaf, hard of hearing, or deafblind, from birth to grade 12. ASDB operates two site-based campuses, three regional cooperatives, and a statewide distance itinerant program. ASDB also has a birth to age 5 Early Learning Program made of two components: The first component is the birth to age 3 program in which early childhood teachers go into the homes of infants and their caretakers. The second component includes the three preschools located at the Phoenix Day School for the Deaf, the Arizona School for the Deaf, and the Foundation for Blind Children.

ASDB is committed to excellence and innovation in (a) education for all Arizona children who are hard of hearing or deaf or have vision loss; (b) leadership and service; (c) collaboration with families, school districts, communities, and others; and (d) partnership with other agencies that will enable children who are hard of hearing or deaf or have vision loss to succeed now and in the future.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ PHOENIX DAY SCHOOL	12,173.6	13,792.5	15,895.3
➤ TUCSON CAMPUS	13,037.3	12,866.4	14,921.9
➤ REGIONAL COOPERATIVES	15,252.9	19,782.2	20,808.6
➤ PRESCHOOL/OUTREACH	6,746.8	7,412.6	7,830.8
➤ ADMINISTRATION	8,610.5	14,249.5	11,365.0
Agency Total:	55,821.1	68,103.2	70,821.6
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	22,986.2	26,677.9	29,396.3
Other Appropriated Funds	27,487.1	35,468.6	35,468.6
Other Non Appropriated Funds	5,347.8	5,956.7	5,956.7
Total Funding	55,821.1	68,103.2	70,821.6
FTE Positions	486.0	470.1	479.1

5 Year Plan

Issue 1 Enhancing curriculum and instructional accountability

Description Instructional accountability continues to be a critical focus area of the Agency.

Solutions:

A large data base has been collected to compare results of standardized testing with fixed factors. Training is provided for teachers to enhance their use of results from standardized assessment in planning the educational program for their students.

Issue 2 Improving recruitment and retention of employee procedures

Description Hiring qualified teachers is critical to the success of ASDB. The competition for teachers and other specialized staff has become very intense with many districts offering bonuses as well as other incentives.

Solutions:

The Agency works with several university programs around the country to recruit talented future professionals to ASDB. Presentations are made by ASDB staff at universities and colleges that have teacher preparation programs to communicate information regarding ASDB. Student teachers and graduate interns are encouraged to come to ASDB to complete their university program.

An extensive staff development program has been implemented to educate staff in strategies and techniques to improve student classroom performance. Regularly scheduled staff meetings, as well as weekly blocks of time, are reserved for more in-depth staff development opportunities.

Compensation issues are currently not being addressed adequately. The Agency continues to compare salaries of staff with other equal positions at other state agencies and at school districts to keep information current.

Issue 3 Incorporating technology into instructional and operational activities of the Agency

Description Educational technology has become an agency wide effort. Representative groups have worked together to develop an Educational Technology Plan, which was submitted and approved by the Arizona Department of Education. Staff benefit state-wide by actively participating in a variety of technology workshops.

Solutions:

The Agency database is in the process of 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 at the local and state level. The database will be expanded to include additional information on student progress. The infrastructure of the technology system has been enhanced at ASDB to make communication more effective and efficient. New methods of communication are being provided for students who are Hard of Hearing or Deaf through the implementation of an agency-wide video relay system.

In order to facilitate communication, Internet and e-mail access is available to all agency personnel as well as the public. All programs in the Agency are now connected and able to access the Internet for resources. An updated E-mail system has increased the ability of staff to communicate across the state and results in faster services to students.

The current infrastructure is under review to improve functionality, security, and to reduce downtime. Specifics could include the tying together of (1) assistive technology, (2) dormitory wiring/fiber/wireless, (3) Tucson Campus building wiring/fiber/wireless, and (4) upgrade and combination of overall technological capabilities and resources.

Issue 4 Developing and maintaining a proactive work environment within the Agency

Description The ASDB Human Resources Department is implementing a number of changes to be more responsive to employee needs and requests.

Solutions:

ASDB is part of the HRIS system which will better track work schedules, leave, etc. Specialists in HR have developed a schedule for visiting ASDB sites outside of Tucson. They are conducting employee meetings to answer questions about benefits, policies, etc.

The Professional Development Leadership Team conducted a survey of the schools to assess the environment and to provide information to be used as part of a strategic plan to improve the organizational climate in the most effective and efficient manner possible.

Issue 5 Fostering the development of parent and community partnerships

Description The Principals have implemented and coordinated a number of activities to involve more parents with the schools and their child’s educational program.

Solutions:

Parent folders are used to inform parents of learning occurring in the classroom, activities at the school, and events in the community. Parent groups are also active on all three campuses. Parent groups provide support and information to other parents regarding the education of students who are blind or visually impaired and students who are Deaf or Hard of Hearing.

Staff is involved in presenting information to community organizations and parents regarding advocacy and general information for accessing educational programs. Agency staff provide speakers, location, and child care for meetings to occur, and to encourage a larger number of parents. ASDB is developing cooperative arrangements with other community agencies to support provision of service for our students. ASDB participates in local organizational meetings with other professionals in the education field, in the rehabilitation area, and community businesses to foster cooperation and increased success of our students and improve community relations. ASDB works with employers to support students in occupations that will be sustainable after graduation. ASDB works, in conjunction with other agencies serving Hard of Hearing, Deaf, or visually impaired individuals, to increase choices and opportunities for the students.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	562.2	562.2	562.2
General Fund	29,837.2	30,284.8	30,739.1
Other Appropriated Funds	36,000.6	36,540.6	37,088.7
Non-Appropriated Funds	2,763.6	2,805.1	2,847.2
Federal Funds	3,282.4	3,331.6	3,381.6

Program Summary

PHOENIX DAY SCHOOL

Shaina Cooper, Assistant Superintendent
 Phone: (602) 771-4694
 A.R.S. § 15-1300 et. Seq

Mission:

To empower children and students with the educational opportunities necessary to succeed in college, career and life.

We are committed to excellence and innovation in:

- Education for all children, throughout Arizona, who are hard of hearing, deaf or have vision loss*
- Leadership and Service*
- Collaboration with families, school districts, communities, and others*
- Partnership with other agencies that will enable children who are hard of hearing, deaf or have vision loss to succeed now and in the future.*

Description:

Phoenix Day School for the Deaf 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 sits on 14 acres and currently provides educational services for students aged 5 through 22 who live within the metropolitan Phoenix area for whom daily transportation is feasible.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,094.0	5,760.1	7,390.5
Other Appropriated Funds	6,212.4	6,283.6	6,756.0
Other Non Appropriated Funds	1,867.2	1,748.8	1,748.8
Total Funding	12,173.6	13,792.5	15,895.3
FTE Positions	98.3	99.1	104.1

◆ **Goal 1** To increase efficiency and effectiveness in the instructional program for students served by ASDB programs.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent of Individualized Education Program (IEP) or Individualized Family Service Plan (IFSP) with participation of the representatives from school districts.	100	100	100	100	100

◆ **Goal 2** To ensure 70% of PDSB students who enroll in CTE programs complete the program.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percentage of students who enroll in CTE programs and complete the program in its entirety.	100	70	92	100	100

Explanation: New performance measure in FY 2018

◆ **Goal 3** To ensure parents are highly satisfied with the educational services and supports provided to their children.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	8.5	9.0	9.0	8.75	8.75

*Scaling was changed in FY2021 from a 1-5 Likert Scale to a 1-10 scale.

Program Summary

TUCSON CAMPUS

Shaina Cooper, Assistant Superintendent
 Phone: (602) 771-4694
 A.R.S. § 15-1300 et. Seq

Mission:

To empower children and students with the educational opportunities necessary to succeed in college, career and life.

We are committed to excellence and innovation in:

- Education for all children, throughout Arizona, who are hard of hearing, deaf or have vision loss*
- Leadership and Service*
- Collaboration with families, school districts, communities, and others*
- Partnership with other agencies that will enable children who are hard of hearing, deaf or have vision loss to succeed now and in the future.*

Description:

ASDB's Tucson Campus is the home of Arizona School for the Deaf (ASD), Arizona School for the Blind (ASB) and the Arizona Deafblind Project. 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.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	7,495.3	6,717.0	8,362.0
Other Appropriated Funds	4,394.4	4,845.0	5,255.5
Other Non Appropriated Funds	1,147.6	1,304.4	1,304.4
Total Funding	13,037.3	12,866.4	14,921.9
FTE Positions	129.3	122.2	126.2

◆ **Goal 1** To increase efficiency and effectiveness in the instructional program for students served by ASDB Programs.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent of Individualized Education Program (IEP) or Individualized Family Service Plan (IFSP) with participation of the representatives from school districts	100	100	100	100	100

◆ **Goal 2** To ensure 70% of Tucson campus students who enroll in CTE programs complete the program.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
This measures what percentage of students who enroll in CTE programs complete the program in its entirety.	9	70	100	47	67

The CTE programs are an excellent way for our students to work on their jobs, careers, and post-school outcomes.

◆ **Goal 3** To ensure parents are highly satisfied with the educational services and supports provided to their children.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	9.3	9.0	9	9.15	9.15

*Scaling was changed in FY2021 from a 1-5 Likert Scale to a 1-10 scale.

Program Summary	
REGIONAL COOPERATIVES	
Shaina Cooper, Assistant Superintendent	
Phone: (602) 771-4694	
A.R.S. § 15-1300 et. Seq	

Mission:

To empower children and students with the educational opportunities necessary to succeed in college, career and life.

We are committed to excellence and innovation in:

- Education for all children, throughout Arizona, who are hard of hearing, deaf or have vision loss*
- Leadership and Service*
- Collaboration with families, school districts, communities, and others*
- Partnership with other agencies that will enable children who are hard of hearing, deaf or have vision loss to succeed now and in the future.*

Description:

The regional cooperatives were created to help support students who are deaf/hard of hearing or blind/visually impaired in the general education classroom within their public school setting. If a student requires full-time intensive services from a teacher of the visually impaired or a teacher of the deaf/hard of hearing, the Individualized Education Program (IEP) team will look at all the options available to best meet those needs.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	14,279.2	19,099.5	20,125.9
Other Non Appropriated Funds	973.7	682.7	682.7
Total Funding	15,252.9	19,782.2	20,808.6
FTE Positions	123.8	113.6	113.6

◆ **Goal 1** To ensure parents are highly satisfied with the educational services and supports provided to their children

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	8.3	9.0	8.4	8.35	8.35

*Scaling was changed in FY2021 from a 1-5 Likert Scale to a 1-10 scale.

◆ **Goal 2** To ensure school districts are satisfied with the services ASDB provides to their students

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	6.6	9.0	7.8	7.2	7.2

*Scaling was changed in FY2021 from a 1-5 Likert Scale to a 1-10 scale.

Program Summary

PRE-SCHOOL/OUTREACH

Shaina Cooper, Assistant Superintendent
Phone: (602) 771-4694
A.R.S. § 15-1300 et. Seq

Mission:

To empower children and students with the educational opportunities necessary to succeed in college, career and life.

We are committed to excellence and innovation in:

- Education for all children, throughout Arizona, who are hard of hearing, deaf or have vision loss*
- Leadership and Service*
- Collaboration with families, school districts, communities, and others*
- Partnership with other agencies that will enable children who are hard of hearing, deaf or have vision loss to succeed now and in the future.*

Description:

There are two components to the Early Learning Program offered by ASDB - Birth-to-3 and Preschool. The Birth-to-3 program provides services to children (and to the parents of children) from ages birth to three who are deaf, hard of hearing, blind, visually impaired or deaf-blind. The statewide program serves every county in the state of Arizona. ASDB participates with the Arizona Early Intervention Program (AzEIP) in providing early intervention services to families and their children with sensory impairments under IDEA (The Individuals with Disabilities Education Act) Part C. The AzEIP participating State Agencies are the five state agencies identified in A.R.S. §§ 8-651 and 8-652 as responsible for maintaining and implementing a comprehensive, coordinated, interagency system of early intervention services. The five participating state agencies identified in A.R.S. § 8-652 are: Arizona Department of Economic Security (DES), Arizona State School for the Deaf and the Blind (ASDB), Arizona Department of Health Services (ADHS), the Arizona Health Care Cost Containment System (AHCCCS), and the Arizona Department of Education (ADE). The Preschool program serves 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 the following: 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. For the child and family, an Individualized Family Service Plan (IFSP) is developed that focuses on the early intervention services that a family needs to help them enhance the development of their child.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,490.8	3,604.3	3,893.3
Other Appropriated Funds	2,601.4	3,202.0	3,331.2
Other Non Appropriated Funds	654.6	606.3	606.3
Total Funding	6,746.8	7,412.6	7,830.8
FTE Positions	46.9	44.1	44.1

◆ **Goal 1** To increase the average number of home visits (i.e., 180 minutes of service) per family per month.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Goal is to conduct an average of 180 minutes of service per family per month.	61	85	69	75	80

*Goal was changed to more appropriately assess targeted visits per month per family. Stating a family will review "X" visits a month is predetermining service levels which should not be done. It is more appropriate to determine average minutes of service rather than number of visits.

Explanation: Revised performance measure in FY 2018

◆ **Goal 2** To ensure parents are highly satisfied with the educational services and supports provided to their children.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	9.0	9.0	9	9.0	9

*Scaling was changed in FY2021 from a 1-5 Likert Scale to a 1-10 scale.

◆ **Goal 3** To increase efficiency and effectiveness in the instructional programs for students served by the Early Learning Program offered by ASDB - Early Childhood and Family Education (ECFE) and Preschool.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of Individualized Education Program (IEP) for the Preschool Program and Individualized Family Service Plan (IFSP) for the ECFE Program with participation of the representatives from school districts	100	100	100	100	100

Program Summary

ADMINISTRATION

Shaina Cooper, Assistant Superintendent
 Phone: (602) 771-4694
 A.R.S. § 15-1300 et. Seq

Mission:

To empower children and students with the educational opportunities necessary to succeed in college, career and life.

We are committed to excellence and innovation in:

- Education for all children, throughout Arizona, who are hard of hearing, deaf or have vision loss*
- Leadership and Service*
- Collaboration with families, school districts, communities, and others*
- Partnership with other agencies that will enable children who are hard of hearing, deaf or have vision loss to succeed now and in the future.*

Description:

Arizona State Schools for the Deaf and the Blind (ASDB) was founded in 1912 – the year of Arizona statehood. ASDB provides education and support services to over 2,000 children who are blind, visually impaired, deaf, hard of hearing, or deafblind from birth to grade 12. ASDB operates two schools for the deaf, one school for the blind, a statewide birth-to-three early childhood and family education program, and five regional cooperatives (which provide services to students attending local schools). ASDB is dedicated to empowering young children and students with the educational opportunities necessary to succeed in college, career, and life.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	7,906.1	10,596.5	9,750.5
Other Appropriated Funds	-0.3	2,038.5	0.0
Other Non Appropriated Funds	704.7	1,614.5	1,614.5
Total Funding	8,610.5	14,249.5	11,365.0
FTE Positions	87.7	91.1	91.1

◆ **Goal 1** To ensure the average parent satisfaction level with ASDB services and supports provided to their children.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	8.8	9.0	8.85	8.81	8.81

*Scaling was changed in FY2021 from a 1-5 Likert Scale to a 1-10 scale.

◆ **Goal 2** To maintain a campus (ASD, ASB, and PDSB) student graduation rate of 75% or higher.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average campus (ASD, ASB, and PDSB) student graduation rate.	61.5	75	82	89	91

◆ **Goal 3** To ensure 70% of campus students who enroll in CTE programs complete the program.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
This measures what percentage of students who enroll in CTE programs complete the program in its entirety.	54.5	70	95	73	84

Agency Summary

COMMISSION FOR THE DEAF AND HARD OF HEARING

Sherry L. Collins, Executive Director
 Phone: (602) 542-3336
 A.R.S. §§ 36-1941 to 36-1978

Mission:

To ensure, in partnership with the public and private sectors, accessibility for the deaf, hard of hearing, deafblind, and persons with speech difficulties, to improve their quality of life.

Description:

The Arizona Commission for the Deaf and the Hard of Hearing (ACDHH) acts as an information bureau for the deaf, hard of hearing, deafblind, and individuals with speech difficulties. The Commission works with State and local government agencies and other public and private community agencies to educate staff to better provide services to their deaf, hard of hearing, and deafblind consumers. ACDHH administers a telecommunications equipment distribution voucher program that loans equipment to qualified Arizona residents. The Arizona Relay Service (7-1-1), which allows equal accessibility of public telephone service, is also administered by the Commission. The Relay Service is required by the Federal Communications Commission. ACDHH is also mandated to license American Sign Language interpreters and certify American Sign Language Teachers.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ COUNCIL ACTIVITIES	2,841.0	4,217.7	4,217.7
➤ TDD - TELECOMMUNICATION DEVICE FOR THE DEAF	612.3	748.3	748.3
Agency Total:	3,453.3	4,966.0	4,966.0
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	3,453.3	4,966.0	4,966.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	3,453.3	4,966.0	4,966.0
FTE Positions	18.0	21.0	21.0

Issue 1 Accessible Resources

Description Expand the use of technology and incorporate best practices to provide information and resources in the most accessible manner to members and stakeholders. Strategies include: the development of resources and materials that are fully inclusive of the accessible needs of the communities ACDHH serves, revamping the ACDHH website to ensure information and resources are accessible and easy to navigate, modeling best practices in integrating effective communication access with information and resources, expanding access to information and resource3s in a manner accessible to all communities and stakeholders served by the agency and adding an FTE to develop and promote effective communication access.

Solutions:

Solutions

Objective 1.1: Improve current website

Objective 1.2: Increase number of visits to website to locate information and resource

Objective 1.3: Develop and deploy accessible audio visual information in an accessible manner

Objective 1.4: Conduct at least three focus groups for testing of website development

Issue 2 Public Awareness

Description Increase awareness related to ACDHH programs and services and expand programs related to youth and families. Strategies include: engagement through current partnerships with stakeholders social media, and other avenues of programming services, development of programming services directly focusing on Deaf, Hard of Hearing, and DeafBlind youth and families, raising awareness of the importance of access to effective communication, creating and monitoring a Youth and Family Ambassador Program, including training curriculum, program activities, and avenues for additional engagement opportunities, adding an additional FTE - Family and Youth Engagement Coordinator, and increasing outreach and awareness related to the Arizona Relay Service (AzRS) and the Arizona Telecommunications Equipment Distribution Program (AzTEDP).

Solutions:

Solutions

Objective 2.1: Develop curriculum and program activities in SP Year 1

Objective 2.2: Recruit and train youth and family ambassadors in SP Year 2

Objective 2.3: Promote ambassador program SP Year 2-5

Objective 2.4: Promote awareness of the hearing healthcare program

Objective 2.5: Increase awareness of the AzRS and AZTEDP programs by 25%

Issue 3 Public Policy Impact

Description Expand Public Policy and Advocacy Efforts Related to Communication Access in Public and Private Sectors. Strategies include: ensuring communications with community members exist in an accessible manner, using emerging technologies and equipment for providing access to engage in public policy efforts and conversations, build and maintain meaningful relationships with policymakers and stakeholders, advance innovative and best practice policies related to equal and effective communication access.

Solutions:

Solutions

Objective 3.1: Improve equal and effective communication access in public and private sectors

Objective 3.2: Ensure all Deaf, Hard of Hearing, and DeafBlind Arizonans have access to effective communication

Objective 3.3: Promote and raise awareness of impacts of varying hearing levels with elected officials and policy makers

Objective 3.4: Promote awareness of the need for hearing aid services for low income adults with varying hearing level

Issue 4 Outreach and Education

Description Expand educational opportunities, supporting both online course and in-person program development for community members, interpreters, and stakeholders. Strategies include: improving user accessibility and time flexibility to engage learners in educational and training opportunities, survey community members, interpreters, and stakeholders on types of training and educational workshops desired, promote trainings through various communication mediums that is accessible to all community members and stakeholders, and add an FTE of Interpreter Professional Development Specialist.

Solutions:

Solutions

Objective 4.1: Design and deliver educational trainings and workshops with new uses of technology and equipment that meets the needs of outreach to rural and urban community members and stakeholders

Objective 4.2: Develop partnerships with community venues, such as public libraries reducing barriers to internet and technology access

Objective 4.3: Create access to trainings via website or other accessible platform

Issue 5 Telecommunications

Description Monitor telecommunications relay services to ensure compliance with current contract, and administer the voucher system of the telecommunications equipment distribution program, and to promote awareness of hearing aid services for low income adults with varying hearing levels through Hearing Aid Assistance Project

Solutions:

Solutions

Objective 5.1: To ensure that Arizonans receive the highest quality relay service

Objective 5.2: To ensure that Arizonans receive equal access to public telephone services

Objective 5.3: To ensure the availability of specialized and current telecommunications equipment used by individuals who are Deaf, Hard of Hearing, DeafBlind or persons who have speech difficulties

Objective 5.4: To ensure that qualified Arizonans receive appropriate telecommunications equipment

Objective 5.5: To identify and connect low income adult consumers to hearing aid services

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	0.0	0.0	0.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	4,966.0	4,966.0	4,966.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

Program Summary

COUNCIL ACTIVITIES

Carlos Castillo, Business Manager
 Phone: (602) 542-3857
 A.R.S. §§ 36-1941 through 36-1978

Mission:

To assist agency administrators and political subdivision directors to improve the quality of services available for the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties; and to educate the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties on how best to access services.

Description:

The agency director and staff make numerous presentations to public organizations, agencies and private businesses on the needs of the Deaf, Hard of Hearing, Deaf Blind and persons with speech difficulties. These individuals coordinate consumer workshops, seminars, for interpreters, Deaf, Hard of Hearing, Deaf-Blind, and persons with speech difficulties. Support staff responds to hundreds of inquiries regarding technology, laws, and availability of services.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	2,841.0	4,217.7	4,217.7
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	2,841.0	4,217.7	4,217.7
FTE Positions	14.0	16.0	16.0

◆ **Goal 1** To expand the use of technology and incorporate best practices to provide information and resources in the most accessible manner to members and stakeholders.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of website content updated	116424	0	0	33	66
Explanation: New Goals, Objective, and Performance Measure to align with new Strategic Plan					
New online technology implemented	3964	0	0	0	50
Explanation: New Goals, Objective, and Performance Measure to align with new Strategic Plan					
Number of focus groups conducted	0	0	0	1	1
Number of unique pageviews	0	0	110,827	150,000	150,000
Number of users	0	0	47,000	75,000	75,000
Percent of bounce rate	0	0	70	60	50
Number of YouTube channel views	0	0	15,300	22,000	30,000
Number of subscribers	0	0	511	570	650
Conduct survey to measure consumer satisfaction of accessibility of audio/visual content	0	0	0	100	100

◆ **Goal 2** To increase awareness related to ACDHH programs and services and expand programs related to youth and families

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of Program criteria developed	0	10	0	20	50
Explanation: New Goals, Objective, and Performance Measure to align with new Strategic Plan					
Percent of training curriculum developed by July 1, 2024	0	0	0	10	50
Number of recruitment efforts made to Amabassador program via digital media and in-person (STARTS in FY24)	0	0	0	0	5
Number of ambassador (Train the Ambassador) trainings provided (STARTS in FY25)	0	0	0	0	0
Number of events/engagement efforts to increase awareness of ACDHH services	0	0	0	10	10
Number of impressions made via events/engagements	0	0	0	200,000	200,000
Number of contacts made to Hearing Healthcare Program	0	0	5,226	6,000	6,000
Number of outreach events related to AzRS and AZTEDP	0	0	0	4	4

◆ **Goal 3** To expand public policy and advocacy efforts related to communication access in public and private sectors

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of policy-related forums/meetings regarding and with public/private entities	0	0	0	20	25
Number of Oral or written comments/response for rule making, ect.	0	0	0	5	5
Number of advocacy/consults with public/private entities regarding effective communication	0	0	2,429	3,000	4000
Number of trainings provided	0	0	165	200	300
Number of policy updates issued	0	0	24	25	25
Number of policy subscribers	0	0	202	225	250
Number of contacts made related to HHAP for hearing aid resources	0	0	1,632	1,795	1,975
Number of hearing aids distributed to low income Arizonans through ACDHH contractual agreements	0	0	36	50	60

- ◆ **Goal 4** To expand educational opportunities, supporting both online course and in-person program development for members, interpreters, and stakeholders

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Research and test online learning platform	48	0	0	50	100
Explanation: New Goals, Objective, and Performance Measure to align with new Strategic Plan					
Development of online curriculum and materials	0	0	0	100	100
Explanation: New Goals, Objective, and Performance Measure to align with new Strategic Plan					
Number of trainings provided	0	0	0	2	4
Number of general licensed interpreters	777	700	772	700	700
Average number of calendar days from receipt of complaint about licensed interpreter to resolution	0	160	62	160	160
Number of complaints about certified/licensed interpreters	4	5	6	5	5
Number of licensed legal interpreters	62	75	72	75	75
Number of provisional interpreters	42	60	44	60	60
Design Professional Development Draft Plan	0	0	0	100	100
Implement Professional Development Plan	0	0	0	50	50

Program Summary

TDD - TELECOMMUNICATION DEVICE FOR THE DEAF

Carlos Castillo, Business Manager
 Phone: (602) 542-3857
 A.R.S. §§ 36-1941 through 36-1978

Mission:

To provide telecommunications access for the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties.

Description:

The Agency provides various assistive devices on a loaner basis to Arizona residents who are Deaf, Hard of Hearing, Deaf Blind and persons with speech difficulties. In addition, the Agency contracts with an interstate telephone company to provide telephone relay services 24 hours a day, 7 days a week. This relay service provides a link between Deaf, Hard of Hearing, Deaf Blind and persons with speech difficulties and all other telephone users.

THIS GOAL HAS BEEN MET AND WE WILL NO LONGER REPORT OR PROJECT. A NEW GOAL WILL BE ENTERED FOR THE NEXT FISCAL YEAR.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	612.3	748.3	748.3
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	612.3	748.3	748.3
FTE Positions	4.0	5.0	5.0

◆ **Goal 1** To monitor telecommunications relay services to ensure compliance with current contract.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of telecommunications relay service calls completed without a complaint	99.25	99.5	100	99.5	99.5
Annual call minutes for the telecommunications relay service	156,991.26	300,000	174,937	300,000	300,000

◆ **Goal 2** To administer voucher system of the Telecommunications Equipment Distribution Program.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of customer satisfaction with equipment distribution voucher program	99.25	95.0	97.0	95.0	95.0
Number of equipment distributed to consumers	226	500	165	300	300
Number of demonstrations performed	0	0	0	25	25

◆ **Goal 3** To promote awareness of options for hearing aid services for all Arizonans, including low income adults with varying hearing levels through the Hearing Healthcare Assistance Project

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of consumers referred to resources	0	20	208	250	300

Explanation: New Goals, Objective, and Performance Measure to align with new Strategic Plan

The development of outreach materials promoting the Hearing Healthcare Program	0	0	0	33	66
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Agency Summary

BOARD OF DENTAL EXAMINERS

Ryan Edmonson, Executive Director
Phone: (602) 542-4493
A.R.S. §§ 32-1201 and 32-1299

Mission:

To provide professional, courteous service and information to the dental profession and the general public through the examination, licensure and the complaint adjudication and enforcement processes; to protect the oral health, safety and welfare of Arizona citizens through a fair and impartial system.

Description:

The Arizona State Board of Dental Examiners ("Board") is comprised of 11 members who are appointed by the Governor: six dentists, two dental hygienists, two public members and one business entity member. Individuals are appointed to a four-year term and may serve two consecutive terms. Interested parties may apply for appointment with the Governor's Office of Boards & Commissions. As a "90/10" agency, the Board is funded through the collection of application & licensing fees, of which 90% of those revenues are deposited into the Board's fund and the remaining 10% are deposited into the State's general fund for use as determined by the Legislature. The Board examines and licenses individuals who provide dental services. The Board also accepts complaints against licensed and unlicensed individuals, investigates allegations and takes disciplinary actions for violations of law. The Board licenses and regulates approximately 11,000 licensees and business entities practicing in the state and serves all Arizona citizens who receive dental services.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,751.9	1,937.5	2,474.3
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,751.9	1,937.5	2,474.3
FTE Positions	11.0	11.0	15.4

Issue 1 Improve employee efficiencies with technology

Description When employees can be more efficient by having access to relevant and up-to-date technology, it is beneficial to both licensees and the public. The impact of the online renewal application, which allows dentists, dental consultants, dental hygienists and denturists to renew their license online, continues to be a convenience to the licensees using the online renewal application and in reducing the manpower required to move a paper renewal through the process. The Agency will continue to enhance the online renewal application to increase the number of licensees using the application.

With the success of online renewals, the Agency sees opportunity for other online functionality with the same result of convenience to the licensees/applicants, decreasing manpower and real time information available to the public.

As the Dental Practice Act is amended, the Agency is challenged to maintain a database, which supports new processes and allows for consistency and increases employee efficiency. Looking to the future, the Agency acknowledges new levels of dental providers are emerging whose regulation will be added to the Dental Practice Act.

Staying current with technology is important. The Agency is challenged to maintain, upgrade and secure the database to prevent frustration and lack of confidence in the Agency's technology by the public using the online directory of licensees, the licensee using an online function and staff maintaining the data.

Using technology to improve employee efficiencies includes the challenge of eliminating the flow of paper through the office.

Solutions:

Strategy 1

The Agency plans to build on the realized efficiencies by developing an online renewal component for business entities, online initial license application submission, and online address changes to include the ability to order and pay for additional licenses.

Strategy 2

The Agency will ensure database enhancements will be ongoing to support the complaint process. Knowing that the Dental Practice Act may be amended at any legislative session, the Agency must be prepared to make database modifications as they are legislated. The Agency has budgeted funds and allocated manpower to continue the relationship with the database vendor.

Strategy 3

The database is web-based which requires the Agency to stay current with technology to include hardware, software and internet services. The Agency plans to consult with state IT professionals for their expertise in what hardware, software and internet services are best practices for the Agency to follow. Replacement equipment will be budgeted for as needed.

Strategy 4

In FY22, the Agency hopes to continue to use the Enterprise Imaging Solution from the State Procurement Office assuming a one-time appropriation is granted.

Issue 2 Agency website has no fillable forms.

Description The Agency would like to continue to be paperless and more efficient through fillable forms.

Solutions:

Strategy 1

The agency will transition from paper forms to online fillable forms for all required documents by the end FY2022. This will not require any addition allocation of resources. The agency will use current staff knowledge to build the required forms.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	15.4	15.4	15.4
General Fund	0.0	0.0	0.0
Other Appropriated Funds	2,474.3	2,474.3	2,474.3
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

- ◆ **Goal 1** To license and register persons/business entities as licensed dental professionals or registered business entities, who meet the statutory requirements for licensure or registration.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of licenses and business entities issued:	787	850	1010	1100	1100
Average number of days to issue a universal recognition license	10,156	10,500	54	45	45
Number of licenses renewed:	949	1,500	4667	4700	4700
Average calendar days to renew a license (from receipt of application to issuance)	30	20	N/A	25	20

Explanation: There have been issues with GL Suites reporting; Therefore the agency is unable to provide accurate data for FY 2022.

Average number of calendar days from receipt of complaint to resolution of complaint	360	180	N/A	180	180
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Explanation: There have been issues with GL Suites reporting; Therefore the agency is unable to provide accurate data for FY 2022.

Total number of investigations conducted	187	400	N/A	395	395
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Explanation: There have been issues with GL Suites reporting; Therefore the agency is unable to provide accurate data for FY 2022.

Total number of complaints received annually	308	350	N/A	400	400
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Explanation: There have been issues with GL Suites reporting; Therefore the agency is unable to provide accurate data for FY 2022.

- ◆ **Goal 2** To process complaints and provide enforcement of statutes and rules to protect the public's health, safety and welfare, which may include the discipline and/or rehabilitation of the Board's licensees and/or business entities.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of revocations / surrenders and suspensions	90	100	4	4	4
Number of compliance cases opened	0	0	348	360	360
Number of compliance cases that resulted in discipline	0	0	24	30	30
Number of compliance cases that resulted in non-disciplinary orders of letters of	0	0	53	60	60

- ◆ **Goal 3** To become more efficient with fillable applications / forms and /or online submissions.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of forms on the Board's website that are fillable and/or submittable.	0	0	90	100	100

Agency Summary

EARLY CHILDHOOD DEVELOPMENT AND HEALTH BOARD

Josh Allen, Interim Chief Executive Officer

Phone: (602) 771-5100

A.R.S. Title 8, Chapter 13, and A.R.S. § 8-1181

Mission:

To partner in creating a family-centered, comprehensive, collaborative, and high-quality early childhood system that supports the development, health, and early education of all Arizona children from birth through age five.

Description:

The Arizona Early Childhood Development and Health Board seeks to ensure the quality and accessibility of early childhood development and health programs at the community level. A voter-approved initiative, Proposition 203, created the Board, which is commonly known as "First Things First."

First Things First establishes regional partnership councils throughout the state. Each regional council is funded based on the number of children, from birth to age five, living in the area, as well as the number of young children whose family income does not exceed 100% of the federal poverty level. Programs funded through First Things First may be conducted by grantees in the region or by the regional partnership council. First Things First receives revenues from an additional tax levied on tobacco products.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	151,662.0	199,773.3	177,734.8
Total Funding	151,662.0	199,773.3	177,734.8
FTE Positions	147.2	168.9	168.9

Issue 1 All children have access to high quality, culturally responsive early care and education that promotes their optimal development.

Description a. Early Care and Education System Development and Implementation-Convene partners and provide leadership in the development and implementation of a comprehensive early care and education system that is aligned both across the spectrum of settings and with the full continuum of the education system.

Goal-Identify and align early care and education programs and services to ensure a comprehensive early childhood system with coordination and efficient use of resources.

b. Quality Early Care and Education Standards, Curriculum and Assessment-Convene partners, provide leadership, and provide funding for the development and implementation of quality standards for early childhood care and education programs and related curricula and assessments.

Goal-Increase use of research/evidence-based curriculum and comprehensive assessment that is aligned with the Arizona State Standards for birth - PreK.

c. Quality, Access and Affordability of Regulated Early Care and Education Settings-Convene partners, provide leadership, and provide funding for increased availability of, and access to, high quality, regulated, culturally responsive and affordable early care and education programs.

Goal-Increase the number of Arizona children, birth through five, with access to, and participation in, quality early care and education.

Solutions:

a.

- Continue coordination, alignment and leveraging of resources of state and federal programs to support alignment of state and federal programs and common intake systems to support families in enrolling their children in early care and education programs.
- With partners establish an integrated data system to provide data that can be used to evaluate and monitor the Early Care and Education System.

b.

- Alignment of curriculum and child assessment components with Federal, State, and tribal requirements.
- Support early care and education programs in the use of research/evidence-based curriculum and comprehensive assessment,
 - oSupport early care and education programs in establishing at minimum, an assessment process for: Screening measures; Formative assessment for all children; and Kindergarten entry.

c.

- Make available quality, affordable and culturally responsive early childhood education programs to all children and families across Arizona focusing on access to early care and education programs serving infants and toddlers, children in the child welfare system, children with special needs, and high poverty areas; and bringing Quality First—Arizona’s Quality Improvement and Rating System—to scale.

Issue 2 All children have access to high quality, preventive and continuous health care, including physical, mental, oral and nutritional health.

Description a. Access to Quality Health Care Coverage and Services—Collaborate with partners to increase access to high quality health care services (including oral health and mental health) and affordable health care coverage for young children and their families.

Goals-

i. To increase the number of Arizona children birth through five with access to preventive health services, including oral health, behavioral health, and immunizations. This includes oral health, behavioral health, immunizations, and services for families that address the social determinants of health.

ii. To increase the number of Arizona children birth through five that are receiving care coordination services and healthcare through a medical and dental home.

iii. To increase parents and caregivers knowledge and understanding on how to support their child's optimal health and development.

b. Early Screening and Intervention—Collaborate with partners to increase awareness of and access to a continuum of information, support, and services for families and their children who have or are at risk of having developmental, physical, and/or mental health issues.

Goals-

i. To increase the number of Arizona children birth through five receiving appropriate developmental and health screening.

ii. To create, sustain, and expand the development of coordinated statewide and community based systems to identify and serve children with physical, behavioral, developmental and social needs.

iii. To increase the number of Arizona children birth through five that are receiving appropriate supports and intervention services based on screenings.

iv. To increase the number of Arizona pregnant women receiving early and adequate maternal health services, oral health screening, and immunizations.

Solutions:

a.

- Continue efforts to improve children's oral health and work to make sure that oral health care is unduplicated and coordinated for children with a focus on high risk and vulnerable children.

- Support medical homes (including tribal health partners) providing care coordination services for children with an emphasis on children with complex needs and high risk and vulnerable children.

- Work with system partners serving children birth through five to provide timely, coordinated, and appropriate care to families.

- Support health insurance outreach, enrollment and increase health insurance literacy.

- Collaborate with AHCCCS, managed care plans, and tribal health partners to work on issues affecting children birth through five, including:

- o Analysis of data on utilization of healthcare services, including EPSDT and other children's preventive health services. Use data to support work promoting children's access to early and periodic screening, diagnosis and treatment.

- o Support AHCCCS flexibility to provide children's preventive services through home visitation, screening and interventions, and behavioral health services.

- Explore ways to help rural and tribal children better access services such as community health workers, tele-health, transportation, and workforce capacity building.

- Support efforts to increase referrals to maternal health services, and services that address the social determinants of children's health across health programs and policies.

- Partner to increase the health literacy of families so they can effectively advocate within a complex health system for timely, appropriate, and coordinated care for their children.

b.

- Support standardized developmental, autism, oral health and sensory screening services. Screenings should include social determinants and toxic stress to better support the child and family. Refer mothers to maternal health services and screenings; and connect families to appropriate services and interventions.

- o Partner to ensure children are meeting national standards for appropriate screenings; getting referred for evaluation, and connected to services and treatment.

- o Work with partners to reduce duplication of services, coordinate screenings, help families understand the results, and support the appropriate follow up and referrals needed.

- o Convene partners to address children's access to appropriate and timely interventions

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- o Continue to partner with efforts to increase sensory screening including identification of data sources.
 - Explore the use of telehealth services to expand capacity, with attention to shortage areas.
 - Work with tribal health partners to improve collaboration with state agencies to increase screening and decrease no show rates.
 - Partner to identify opportunities to leverage best practices around the integration of screening and referral for social determinants of health.
 - Support organizations working with young children to inform families about and increase access to screenings, maternal health services, and immunizations.

Issue 3 All families have the information, services and support they need to help their children achieve to their fullest potential.

Description a. Supports and Services for Families—Convene partners, provide leadership, provide funding, and advocate for development, enhancement, and sustainability of a variety of high quality, culturally responsive, and affordable services, supports, and community resources for young children and their families.

Goals-

- i. To increase the availability of and access to high quality family support services for families with young children.
- ii. To continuously improve the quality of family support services.
- iii. To increase coordination of planning, development, funding and delivery of family support services to meet the needs of families and leverage available resources.

b. Information and Education for Families - Convene partners, provide leadership, and provide funding for the development and coordinated dissemination of high quality, diverse, and relevant information and education on the importance of the early years, child development, health, early education, and related resources for families, providers, partners, and the public.

Goals-

- i. To increase families understanding and use of parenting practices that promote positive child development, health and literacy outcomes for their children.

Solutions:

a.

- Continue to support a continuum of quality family support strategies to meet the needs of families including social determinants of health ranging from low intensity and universal reach to all families to high intensity and reach to targeted populations.
- Continue to support the strengthening of Arizona’s Home Visitation System.
- Provide specialized professional development for family support providers to increase knowledge and skills to serve and meet the needs of families:
- Continue to coordinate with state agencies and partners to ensure resources are maximized, avoid duplication, and concentrate on complementary services.
- Provide support and technical assistance to employers to develop family-friendly work policies.

B.

- Increase parent/caregiver awareness with fact-based information and resources that are accessed, and universally, available through web-based, social media, mobile and other technology platforms.
- Partner and work with community partners to ensure parents/caregivers have access to information, activities, and available services.
- Coordinate across system partners to disseminate information and connect parent/caregivers to information, resources and services.
- Support parents/caregivers to be a resource to one another.
- Develop a communication strategy aimed at family, friend and neighbor providers, informing them of available supports.
- Create universal messages and information for all families and targeted messages for various high risk and target populations.

Issue 4 All early childhood education and health professionals are well prepared, highly skilled, and compensated commensurate with their education and experience.

Description a. Professional Development System and Recruitment and Retention of Professionals in the Early Childhood System - Convene partners, provide leadership, and provide funding for the development and enhancement of an early childhood professional development system that addresses availability, accessibility, affordability, quality, and articulation. Convene partners, provide leadership, and provide funding for the recruitment, adequate compensation, and retention of high quality, culturally diverse early childhood professionals.

Goal-

i. To implement, align, and continuously improve Arizona's Professional Development System that supports the education, recruitment, and retention of early childhood professionals.

Solutions:

a.

- Support partners across the early childhood system to promote and utilize the Arizona Early Childhood Career and Professional Development Network, including the Workforce Knowledge and Competencies (WFKC), Workforce Registry, and Instructor and Technical Assistance Provider Standards.
- Collect and maintain accurate and comprehensive early childhood workforce data to inform and support decision making.
- Develop and strengthen a continuum of intentional educational and professional development career pathways for the early childhood workforce, for both pre-service and ongoing in-service, specifically ensuring resources as well as access in rural, tribal, and high poverty areas.
- Design a quality assurance process that supports the delivery of PD based on the Instructor and TA Standards and use of research-based instructional strategies that support behavior change in teachers' implementation of best practices in early care and education.
- Support early childhood workforce compensation, incentives, benefits, work environment, and employee retention efforts through the review of research and use of data from the Registry.

Issue 5 The early childhood System is high quality, child and family centered, coordinated, integrated and comprehensive

- Description**
- a. Early Childhood System Leadership - Convene partners, provide leadership, and provide funding for the conceptualization and implementation of a high quality, child and family centered, coordinated, integrated, and comprehensive early childhood system that includes clearly defined roles and responsibilities.
- Goals-
- i. To clearly describe Arizona's comprehensive early childhood system and define the roles and responsibilities of those involved in its implementation to increase coordination and leverage resources and services for young children.
 - ii. To have a common understanding of the early childhood system among agencies and organizations involved in the system, share ownership in its implementation and agree to shared outcomes for young children.
 - iii. To support State, tribal and local jurisdictions in their efforts to conceptualize and design high quality early childhood opportunities.
 - iv. Early childhood is recognized as a core component of the P-20 education system.
- b. Early Childhood System Funding – Secure, coordinate, and advocate for resources required to develop and sustain the early childhood system.
- Goals-
- i. To leverage FTF resources to secure federal and foundation grants to build and sustain the early childhood system.
 - ii. To strengthen relationships with Arizona business, individuals, and private sector foundations to secure philanthropic investments and partnerships to enhance and sustain the early childhood system.
 - iii. To increase alignment of federal, state, local and tribal funding that supports a comprehensive early childhood system.
- c. Early Childhood System Data and Evaluation-Define and carry out roles related to collecting, analyzing, and reporting data; utilize data to design, develop, plan, and evaluate the early childhood system; and provide leadership in the evaluation of the early childhood system and collaborate with partners to utilize the results to foster continuous improvement of the system.
- Goals-
- i. To ensure that data needed to inform and guide program and policy decisions is available, coordinated and utilized at the state and local level.
 - ii. To conduct a comprehensive evaluation of the early childhood system and use results for continuous improvement of the system.

Solutions:

- a.
- Develop and implement a shared agenda across state agency partners that minimally includes:
 - o Prioritizing high risk and vulnerable populations across the health, education and family serving sectors;
 - o Aligning policies and increasing coordination to reduce duplication across health, education and family support; and
 - o Continuing focused efforts in improving quality early care and education, improving early language and literacy outcomes, strengthening and expanding professional development, strengthening the comprehensive early intervention system, and alignment with AHCCCS.
 - Continue to align and support the intersection of the early childhood system with k-3 education including emphasis on developmentally effective and appropriate practice; leveraging and alignment of resources; and professional development
 - Convene state and system partners to address barriers to availability and access to quality services, particularly in rural and tribal areas.
 - Continue to develop and strengthen relationships with local governments and tribes and nations to support new and expand early childhood opportunities
- b.
- Identify and establish philanthropic, federal, state and tribal partnership and investment opportunities that support and advance the early childhood system.
 - Actively prospect, cultivate and steward strategic relationships with national and state foundations, individual/major donors and corporations to invite and secure private philanthropic investments to support established priorities.
 - Continue to develop FTF's system to search, vet and pursue both public and private grant opportunities.
 - Continue to cultivate and identify partnerships with federal agencies and programs.
- c.
- Continue to enhance data to inform FTF strategy impact/outcomes that will link to the Integrated Data System.

- Plan and conduct studies, based on 2018-2022 FTF Research and Evaluation Plan, which will evaluate the impact of FTF-funded work that will inform Early Childhood System work.
- Coordinate with system partners on the development and implementation of an Integrated Data System by:
 - o Coordinating with system partners to standardize definitions, map, share, and access data indicators to understand impact. OData should inform child outcomes and system progress.
 - OFocusing on shared accountability among system partners on quality and integrity of data.
 - ODEveloping interagency agreements that allow for the exchange and sharing of data among state, tribal and other government agencies that are funding or providing services to young children and families.
 - OExecuting a small-scale blueprint, to serve as a proof of concept, to demonstrate the feasibility of an integrated data system and how it has practical potential in meeting the Early Childhood System needs and coordinated use.
- Continue coordination with system partners to support implementation of common measure of school readiness.
- OPartner with ADE to work on the implementation of the Kindergarten Developmental Inventory with school districts including outreach, professional development, and analysis of data to understand children’s school readiness.
- Demonstrate success with a small scale project at community level that evaluates how individual and collective work of early childhood system partners is impacting young children’s school readiness.

Issue 6 All Arizonans understand the importance of the early years and the impact of early childhood development and health and education on Arizona’s economy and quality of life and, as a result, substantially support early childhood development, health and education both politically and financially.

Description a. Building Public Awareness and Support—Convene partners, provide leadership, and provide funding for efforts to increase public awareness of and support for early childhood development, health and early education among partners, public officials, policy makers, and the public.

Goals-

- i. To increase the number of diverse constituencies who use consistent, compelling messages to actively raise awareness of and build public support for the importance of early childhood as an issue that impacts all Arizonans.
- ii. To increase families’ understanding of the importance of early childhood and awareness of resources available to help them ensure positive experiences in their child’s first five years.
- iii. To increase policymakers’ recognition of the role early childhood plays in educational and economic outcomes and increase regular engagement of early childhood voices in public policy conversations.

Solutions:

a.

- Increase the engagement of diverse constituents across Arizona who act in support of building an effective early childhood system.
- Ensure consistent public messaging about early childhood and increase the presence of consistent early childhood strategic messaging across broad communications channels throughout the state.
- Engage parents and caregivers of young children with relevant, credible and appealing content through digital communications channels.
- Highlight the impact of FTF funded programs on young children and their families.
- Expand the profile and recognition of First Things First as a leader in early childhood policy and practice.
- Leverage opportunities to increase understanding of early childhood’s impact on a broad range of topics among state, federal, tribal and local policymakers.
- Build recognition of First Things First strategies as synonymous with improving outcomes in early childhood.

Issue 7 FTF is a model for comprehensive planning and program implementation that integrates innovation and a systems thinking approach with an emphasis on data driven decisions and continuous quality improvement.

Description a. FTF staff and volunteers have the resources, structures and processes in place so that continuous learning can occur and be recognized.

b. Establish and maintain internal systems that promote accountability, efficiency and improvement.

Solutions:

a.

i. Develop fluent, adaptive and responsive systems thinkers who know how to apply systems thinking across the organization (staff and volunteers) and externally with system partners.

ii. Establish mechanisms by which Regional Councils can provide local leadership in developing an early childhood systems model.

b.

i. Implement statewide and regional funding plans that are consistent with FTF's indicators, benchmarks to progress, strategic direction, Standards of Practice based on best and evidence based practice, FTF logic model and the Arizona Model System.

ii. Advance fiscal policy that is transparent, accountable, a public sector model and that aligns with a systems approach to programmatic implementation.

Issue 8 FTF is a highly sought after place of employment and engagement that attracts and retains exceptional and diverse talent among staff and volunteers.

Description a. Early Care and Education System Development and Implementation—Convene partners and provide leadership in the development and implementation of a comprehensive early care and education system that is aligned both across the spectrum of settings and with the full continuum of the education system.

Goals-

i. Identify and align early care and education programs and services to ensure a comprehensive early childhood system with coordinated and efficient use of resources.

b. Quality Early Care and Education Standards, Curriculum and Assessment—Convene partners, provide leadership and provide funding for the development and implementation of quality standards for early childhood care and education programs and related curricula and assessments.

Goals-

i. Increase use of research/evidence-based curriculum and comprehensive assessment that is aligned with the Arizona State Standards for birth – pre-k.

c. Quality, Access and Affordability of Regulated Early Care and Education Settings—Convene partners, provide leadership, and provide funding for increased availability of and access to high quality, regulated, culturally responsive and affordable early care and education programs.

Goals-

i. Increase the number of Arizona children birth through five with access to and participation in quality early care and education

Solutions:

a.

- Continue coordination, alignment and leveraging of resources of state and federal programs to support alignment of state and federal programs and common intake systems to support families in enrolling their children in early care and education programs.
- With partners establish an integrated data system to provide data that can be used to evaluate and monitor the Early Care and Education System.

b.

- Alignment of curriculum and child assessment components with Federal, State, and tribal requirements.
- Support early care and education programs in the use of research/evidence-based curriculum and comprehensive assessment,
 - o Support early care and education programs in establishing at minimum, an assessment process for: Screening measures; Formative assessment for all children; and Kindergarten entry.

c.

- Make available quality, affordable and culturally responsive early childhood education programs to all children and families across Arizona focusing on access to early care and education programs serving infants and toddlers, children in the child welfare system, children with special needs, and high poverty areas; and bringing Quality First—Arizona’s Quality Improvement and Rating System—to scale.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	150.0	150.0	150.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	117,500.0	116,550.0	115,600.0
Federal Funds	2,000.0	2,000.0	2,000.0

◆ **Goal 1** To support the building of a comprehensive, high quality early childhood development and health system

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Dollars (in millions) awarded in support of direct program delivery	134.8	134.8	151.5	145.5	145.5
Number of awards made	203	203	202	184	184
Number of Board service program goal areas funded	6/6	6/6	6/6	6/6	6/6

◆ **Goal 2** To increase public awareness of, and support for early childhood investment.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Dollars (in millions) spent on Communications	2.6	3.2	3.2	3.2	3.2
% of regions participating in a coordinated communications strategy	89	89	89	89	89
% of Arizonans who see Early Education as important and % who see K-12 important.	71/83	73/83	77/90	77/90	78/90

◆ **Goal 3** To achieve high level of integration, coordination and collaboration with early childhood partners and stakeholders.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Estimated number of grants that have Grant and Sub-Grantee relationship	25	23	25	25	25
Number of multi-agency grants FTF is the recipient of	5	5	5	5	5
% of Council seats/positions (required by statute to have broad and diverse community and sector composition) not filled	10	10	10	10	10

◆ **Goal 4** To monitor and report on services, results, and outcomes

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Dollars (in millions) spent on evaluation and Needs & Assets	3.9	5.3	2.1	5.3	5.3
% of grantees (providing direct client services and have reporting requirements) reporting on units served	100	100	100	100	100

◆ **Goal 5** To provide a cohesive and efficient delivery support structure within FTF

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Staff Vacancy Rate (%)	6.5	6.5	3	3	3
Staff External Turnover Rate (%)	11	11	11	10	8
Staff External Voluntary Turnover Rate (%)	11	11	11	10	8
% of regional councils with dedicated staff	100	100	100	100	100
% of female (vs. male) employees	84	84	87	85	85
% of minority employees	46	46	47	50	50

◆ **Goal 6** To be fiscally accountable to the citizens of Arizona

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Major Deficiencies in the Annual Audit	0	0	0	0	0

Agency Summary

DEPARTMENT OF ECONOMIC SECURITY

Michael Wisehart, Director
 Phone: (602) 542-5757
 A.R.S. § 41-1954

Mission:

To ensure the strength and economic stability of Arizona by providing timely, temporary benefit assistance, and aid to vulnerable, qualifying Arizonans.

Description:

With a staff of more than 8,800, the Department of Economic Security (DES or Department) is the human services agency for the State of Arizona that oversees approximately 50 different programs and services, and distributes benefits to more than 3 million Arizonans. The Department provides benefit assistance, care, and services to some of Arizona’s most vulnerable populations, including Adult Protective Services, Developmental Disabilities, Nutrition, Cash, and Medical Assistance, Vocational Rehabilitation, Child Support Services, and Unemployment Insurance (UI).

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ ADMINISTRATION	145,908.0	149,334.5	150,922.4
➤ DEVELOPMENTAL DISABILITIES	2,755,047.8	3,321,546.2	3,578,480.1
➤ BENEFITS AND MEDICAL ELIGIBILITY	2,485,460.6	1,873,154.0	1,873,154.0
➤ CHILD SUPPORT ENFORCEMENT	61,795.0	94,203.6	94,203.6
➤ AGING AND ADULT SERVICES	218,444.8	317,776.0	332,832.6
➤ DIVISION OF CHILDREN, YOUTH AND FAMILIES	302,703.0	214,812.9	214,812.9
➤ EMPLOYMENT AND REHABILITATION SERVICES	1,793,001.9	684,201.8	811,749.1
Agency Total:	7,762,361.1	6,655,029.0	7,056,154.7
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	748,605.7	1,079,053.0	1,142,147.5
Other Appropriated Funds	1,451,636.4	386,329.8	417,147.1
Other Non Appropriated Funds	5,562,119.0	5,189,646.2	5,496,860.1
Total Funding	7,762,361.1	6,655,029.0	7,056,154.7
FTE Positions	8,093.5	8,033.1	8,197.1

Vision: All Arizonans who qualify receive timely Department of Economic Security (DES) services and achieve their potential.

Mission: DES will ensure the strength and economic stability of Arizona by providing timely, temporary benefit assistance, and aid to vulnerable, qualifying Arizonans.

Agency Description: With a staff of more than 8,100, DES is the human services agency for the State of Arizona that oversees more than 40 different programs and services and distributes benefits to more than 3 million Arizonans. We provide benefit assistance, care and services to some of Arizona’s most vulnerable populations including Adult Protective Services (APS), Developmental Disabilities (DD), Emergency Rental and Utility Assistance (ERAP), Nutrition, Cash, and Medical Assistance, Vocational Rehabilitation, Child Care and Child Support Services, and Unemployment Insurance (UI).

Executive Summary: Two initiatives from the DES FY22 strategic plan are being closed - *“Critical Management through the Pandemic”*, and *“Emerging from the Pandemic Stronger, Leaner, and More Efficient.”* The improvements implemented along with the enhanced knowledge and skills have been invaluable, with turn around times, efficiencies, and quality improvements in most areas resulting in significant improvement in call center wait times, eliminations of Quality of Care and Ombudsman complaint backlogs, decreased application adjudication times, and increased use of data dashboards both public facing and internal. Moving forward from those critical actions to support Arizonans during the pandemic, focus is now on our long term vision to minimize homelessness and hunger, enhance services to promote family stability and safe home environments, improve systems and operations, and serve our clients better. Problem solving approaches have been applied to better understand root causes as well as to better align the DES division efforts. Collaboratively, the strategies have been modified and annual initiatives planned to give a balanced approach to address social causes, improve services to our clients, and refine internal operations.

Summary of Multi-Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Modernize Agency Technology Solutions	2021	AZCARES System design completed Qualys tool deployed Tanium asset management tool deployed Data Center Storage refresh Office 365 to Google Transition MyAPS System launched
2	Provide World Class Customer Experience	2021	Community Navigator program planning Customer Service metrics development ERAP, DD time to serve improvement Quality of Care backlog elimination Ombudsman complaint backlog elimination Supplemental Nutrition Assistance Program timeliness improvements Lobby Flow improvements implemented
3	Align and Focus DES services to reduce and minimize homelessness and hunger.	2022	Interagency Break Through Objective with AHCCCS, Department of Housing, Department of Corrections, Rehabilitation and Reentry, Department of Veterans Services/Veterans’ Affairs
4	Promote family stability and community support to reduce abuse and neglect	2022	\$1.3B Child Care Assistance Expenditure Plan developed and initiated State Plan on Aging developed
5	Optimize agency operations, infrastructure, and employee development and engagement	2022	Leased office space consolidation (256,630 sq ft reduction in FY22) APS productivity improvement efforts UI Fraud Investigations (completing over 7,000 per month, total funds recouped approaching \$1.5B) Advanced Leadership Training (1254 leaders participating, over 1000 leaders complete) Employee Engagement Score increase

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Complete Year 2 of IT Roadmap	<ol style="list-style-type: none"> AZCARES Project Milestone Completion RiskSense Score Master Data Management Project Milestone Completion Rehabilitation Services System Project Milestone Completion Unemployment Insurance Benefits System Project Milestone Completion Child Care Project Milestone Completion 	<ol style="list-style-type: none"> Launch AZCARES (Division of Child Support Services) IT Security Enhancement Launch Master Data Management Project Commence Rehabilitation Services System Replacement Project (Division of Employment and Rehabilitation Services) Commence Unemployment Insurance Benefit System Replacement Project (Division of Employment and Rehabilitation Services) Launch Child Care Attendance Tracking System Project (Division of Child Care)
2	Improve Client Experience	<ol style="list-style-type: none"> Client Experience Milestone Completion Client Service Milestone Completion 	<ol style="list-style-type: none"> Client Experience Initiative Implementation Client Service Continuity
3	Reduce Homelessness (Break Through Objective)	<ol style="list-style-type: none"> Number of Households Served Number of Navigation Partners 	<ol style="list-style-type: none"> Homelessness Reduction and Prevention Community Resource Navigation Implementation
4	Increase Access to Services	<ol style="list-style-type: none"> Dollars Invested in Child Care Active Case Count Number of IV-D Support cases Receiving a Child Support Payment APS Caseload Ratio Average Time to Benefit 	<ol style="list-style-type: none"> High Quality Child Care Accessibility Early Identification of Infants and Toddlers with Disabilities and Delays Timeliness and Consistency of Payments to Families Adult Protective Services Capacity Increase Department of Child Services FastPass Process Optimization
5	Ensure Appropriate Staffing Levels	<ol style="list-style-type: none"> Employee Retention Percentage 	<ol style="list-style-type: none"> Employee Retention Improvement
5	Reduce Operational Costs	<ol style="list-style-type: none"> Number of Investigations Closed Percent Leaders Deployed Client Benefit Churn Percentage 	<ol style="list-style-type: none"> UI Fraud Investigations Lean Management System Deployment Benefit Churn Reduction

5 Year Plan

Issue 1 Critical Management Through the Pandemic

Description The Arizona Economy has been significantly impacted by the pandemic. As an essential service, DES provides basic needs like nutritional, cash, medical and shelter services funding for the Arizona population. Unemployment has reached record levels in record time. Our developmental disabilities members are especially vulnerable. We will ensure services are provided timely and accurately, while caring for the health and safety of our team as well as the people we serve.

Solutions:

Provide basic needs throughout pandemic

Increase utilization and satisfaction of virtual work environments

Issue 2 Emerging from the Pandemic Stronger, Leaner, and More Efficient

Description DES will strengthen our service delivery to meet the needs of all Arizonans so we emerge from the COVID-19 pandemic stronger, leaner and more efficient for those we serve. In fiscal year 2020, DES will have invested approximately \$10 billion in services to critical Arizonans. We will enhance services by modernizing processes and streamlining service points of contact for our staff of more than 8,200 and the 3 million we serve.

With crisis comes opportunity. DES is committed to using this opportunity to reshape, modernize, and enhance the way DES operates as an organization. We will reduce our costs and footprint, enhance team member engagement, and connect with the people we serve.

Solutions:

Rapidly rebuilding and enhancing the economy

Modernization of business processes

Integrate and modernize technology: Maximize remote and virtual workplace

Issue 3 Modernize Agency Technology Solutions

Description Following the many changes in human services delivery brought on by the pandemic, Modernize Agency Technology Solutions has been included focusing on improving the client and user experience, reducing costs, and improving cybersecurity levels.

Solutions:

Modernize agency technology solutions to improve the client/user experience, reduce cost, and achieve target cybersecurity levels.

Issue 4 Provide World Class Customer Experience

Description Providing World Class Customer Experience has been added with a focus on timeliness, consistency, service, safety, and outcomes.

Solutions:

Improve timeliness, consistency, service, and safety.

◆ **Goal 1** To maintain and improve a high performing culture.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
New Hire Turnover-%	42.0	38	47.0	45.0	43.0

Program Summary

ADMINISTRATION

Roberta Harrison, Chief Financial Officer
Phone: (602) 542-0183
A.R.S. § 41-1954

Mission:

To provide leadership, direction, coordination, and support to enable the Department of Economic Security to achieve its mission and vision.

Description:

The Administrative areas provide leadership, direction, coordination, and support to the Department and its client divisions in delivering human services to the people of Arizona.

This Program Contains the following Subprograms:

- ▶ Central Administration
- ▶ Attorney General Legal Services
- ▶ Governor's Advisory Council on Aging
- ▶ Governor's Council on Developmental Disabilities
- ▶ ABLE Program

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	20,531.0	31,358.5	32,946.4
Other Appropriated Funds	10,736.6	12,364.4	12,364.4
Other Non Appropriated Funds	114,640.4	105,611.6	105,611.6
Total Funding	145,908.0	149,334.5	150,922.4
FTE Positions	1,087.7	1,092.7	1,100.7

Subprogram Summary

CENTRAL ADMINISTRATION

Roberta Harrison, Chief Financial Officer
Phone: (602) 542-0183
Public Law 108-446

Mission:

To provide leadership, direction, coordination, and support to enable the Department of Economic Security to achieve its mission and vision.

Description:

The Central Administration of DES consists of the Office of the Director, Office of Accountability, Business Services, Technology Services, Financial Operations, Human Resources, Training and the Inspector General.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	19,478.0	30,233.1	31,821.0
Other Appropriated Funds	8,097.8	9,557.9	9,557.9
Other Non Appropriated Funds	103,870.7	94,195.1	94,195.1
Total Funding	131,446.5	133,986.1	135,574.0
FTE Positions	900.4	905.4	913.4

◆ **Goal 1** To N/A

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average calendar days to hire for open positions in the Department	36	0	43	40	35
Number of Investigation Cases opened	82,190	0	69,406	20,709	20,709
Number of Investigation Cases closed	55,227	0	82,705	23,364	23,364
Investigations Workload	75,290	0	20,296	17,469	17,469

Subprogram Summary

ATTORNEY GENERAL LEGAL SERVICES

Roberta Harrison, Chief Financial Officer

Phone: (602) 542-0183

A.R.S. § 41-191

Mission:

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

Description:

The Attorney General Child and Family Protection Division is responsible for providing legal services to all programs and business operations of DES. The division provides these services through two sections: the Child Support Enforcement Section, which represents the Division of Child Support Services; and the Civil, Criminal Litigation and Advice Section (CLA) which provides legal advice and representation in administrative hearings and state and federal courts to all other programs within the Department, as well as all personnel and operations matters. In addition, CLA prosecutes criminal cases relating to various DES programs, including recipient benefit fraud, employee embezzlement, provider fraud, and criminal nonpayment of child support.

NOTE: Goals and performance measures for this program are included in the Master List for the Attorney General, AGA 1.4, Child and Family Protection Division.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,053.0	1,125.4	1,125.4
Other Appropriated Funds	2,638.8	2,806.5	2,806.5
Other Non Appropriated Funds	8,970.9	9,593.2	9,593.2
Total Funding	12,662.7	13,525.1	13,525.1
FTE Positions	181.3	181.3	181.3

Subprogram Summary

GOVERNOR'S ADVISORY COUNCIL ON AGING

Roberta Harrison, Chief Financial Officer
Phone: (602) 542-0183
A.R.S. § 46-183

Mission:

To advise the Governor, Legislature, and all state departments that the Council deems necessary on all matters and issues relating to the aging population, including the administration of the State Plan on Aging.

Description:

The Governor's Advisory Council on Aging (GACA) is a policy advisory body and does not have regulatory authority. It was established and organized to meet the responsibilities and duties prescribed in A.R.S. § 46-183. The Council advises the Governor, the Legislature, and state departments about aging policies and programs. The Council works to find solutions to the current aging problems and lay groundwork for the future needs of an increasingly aging population.

Note: The goals and performance of this program are reflected in the measures for the Division of Aging and Adult Services and its programs.

Subprogram Summary

GOVERNOR'S COUNCIL ON DEVELOPMENTAL DISABILITIES

Roberta Harrison, Chief Financial Officer
Phone: (602) 542-0183
Public Law 106-402; E.O. 2009-8

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 is Arizona's state planning council for people with developmental disabilities. Formerly known as the Developmental Disabilities Planning Council, it was established in 1974 and organized to meet the responsibilities and duties prescribed in the Developmental Disabilities Assistance and Bill of Rights Act (Public Law 98-527 as amended by Public Law 104-183, Public Law 106-402).

Note: The goals and performance of this program are reflected in the measures for the Division of Developmental Disabilities (DDD) and its programs.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,798.8	1,823.3	1,823.3
Total Funding	1,798.8	1,823.3	1,823.3
FTE Positions	6.0	6.0	6.0

Subprogram Summary

ABLE PROGRAM

Roberta Harrison, Chief Financial Officer
Phone: (602) 542-0183
A.R.S. § 46-901 through 46-908

Mission:

To administer the Achieving a Better Life Experience Act.

Description:

Laws 2016, Chapter 214 established the Achieving a Better Life Experience Act (ABLE) program within DES. 26 U.S.C. § 529A, the ABLE Act allows for tax free savings accounts to be used for qualifying expenses benefitting individuals with significant disabilities, and eliminates penalties for work and saving by generally exempting ABLE account funds from counting towards eligibility for federal benefits programs.

Laws 2016, Chapter 214 establishes within DES an oversight committee comprised of members appointed by the Department, the State Treasurer, and specified community representatives selected by the governor.

Program Summary

DEVELOPMENTAL DISABILITIES

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 A.R.S. § 36-554

Mission:

To empower Arizonans with developmental disabilities to lead self-directed, healthy and meaningful lives.

Description:

The Division of Developmental Disabilities provides individuals with developmental disabilities and their families, services and supports that are flexible, high quality, and member-driven. These services provide individuals with opportunities to exercise their rights and responsibilities of independent decision making and engagement in the community.

This Program Contains the following Subprograms:

- ▶ Developmental Disabilities Operations
- ▶ Case Management - Title XIX
- ▶ Case Management - State Only
- ▶ Home and Community Based Services - Title XIX
- ▶ Home and Community Based Services - State Only
- ▶ Institutional Services - Title XIX
- ▶ Physical & Behavioral
- ▶ ATP-Coolidge - Title XIX
- ▶ State-Funded Long Term Care
- ▶ Medicare Clawback Payments
- ▶ Arizona Early Intervention Program

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	630,680.6	932,769.8	979,219.8
Other Appropriated Funds	28,757.0	34,509.5	34,509.5
Other Non Appropriated Funds	2,095,610.2	2,354,266.9	2,564,750.8
Total Funding	2,755,047.8	3,321,546.2	3,578,480.1
FTE Positions	2,143.1	2,143.1	2,143.1

Subprogram Summary

DEVELOPMENTAL DISABILITIES OPERATIONS

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 A.R.S. § 36-554

Mission:

To enhance supports and services to consumers and families through the effective and efficient use of state and federal funding.

Description:

The DDD Operations subprogram provides administrative oversight and operating support for the all of the Division's programs, including programs for both Arizona Long Term Care System (ALTCs) eligible individuals and state only eligible individuals with developmental disabilities.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	148,971.6	202,827.2	212,986.5
Other Appropriated Funds	1,220.0	1,220.0	1,220.0
Other Non Appropriated Funds	963,691.0	744,246.6	879,943.6
Total Funding	1,113,882.6	948,293.8	1,094,150.1
FTE Positions	594.6	594.6	594.6

◆ **Goal 1** To-N/A

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent of Current Members who Received Services within 14 Days from Assessment Date	71.00	76	72.5	75.0	80.0

Subprogram Summary	
CASE MANAGEMENT - TITLE XIX	
Roberta Harrison, Chief Financial Officer	
Phone: (602) 542-0183	
A.R.S. § 36-554	

Mission:

To coordinate services and supports in a timely manner for eligible individuals with developmental disabilities and their families to promote attainment of maximum potential for independence, productivity, and integration into the community.

Description:

Case management provides services and support for Long Term Care eligible individuals and their families.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	19,720.8	27,765.4	27,765.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	51,329.2	63,664.4	63,664.4
Total Funding	71,050.0	91,429.8	91,429.8
FTE Positions	964.0	964.0	964.0

◆ **Goal 1** To provide quality case management services for all eligible consumers.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent of consumer satisfaction with case management services (Title XIX only)	96.00	97.0	97.0	97.0	97.0
Average number of consumers with developmental disabilities served	36,300	38,100	37,446	39,131	40,892
Case management ratio (including metro, rural, Title XIX, TCM, and state-only)	1:52	1:40	1:58	1:36	1:36

Subprogram Summary

CASE MANAGEMENT - STATE ONLY

Roberta Harrison, Chief Financial Officer
Phone: (602) 542-0183
A.R.S. § 36-554

Mission:

To coordinate services and supports in a timely manner for eligible individuals with developmental disabilities and their families to promote attainment of maximum potential for independence, productivity, and integration into the community.

Description:

Case management provide services and support for state-only eligible individuals and their families.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	6,211.4	6,354.0	6,554.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	6,211.4	6,354.0	6,554.0
FTE Positions	69.5	69.5	69.5

◆ **Goal 1** To promote quality case management services for all eligible consumers.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Average number of consumers with developmental disabilities served	3,574	3,579	4,012	4,092	4,174
Case management ratio (including metro, rural, Title XIX, TCM, and state-only)	1:52	1:40	1:58	1:36	1:36

Subprogram Summary

HOME AND COMMUNITY BASED SERVICES - TITLE XIX

Roberta Harrison, Chief Financial Officer
Phone: (602) 542-0183
A.R.S. § 36-552

Mission:

To effectively meet the needs of eligible individuals with developmental disabilities and their families, in the least restrictive home- and community-based settings, using the principles of family support and self-determination to promote independence and inclusion within the community.

Description:

This program consists of home and community-based services including, but not limited to, respite, habilitation, therapies, and attendant care delivered in the consumer’s home and community.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	420,536.4	653,140.4	688,821.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,049,874.2	1,517,025.5	1,591,812.4
Total Funding	1,470,410.6	2,170,165.9	2,280,633.5
FTE Positions	242.0	242.0	242.0

◆ Goal 1 To-N/A

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of child and adult consumers with a developmental disability that live with their family or in their own home or in a community-based setting	86.8	87.0	86.9	87.0	87.0
Average number of individuals served (ALTCS)	36,300	38,100	37,446	39,131	40,892
Percent of relatives and caregivers of consumers stating the services received meet the consumer's needs	95.0	96.0	96.0	96.0	96.0
Percent of relatives and caregivers satisfied with the providers of services received	95.0	96.0	96.0	96.0	96.0
Percent of eligible adult consumers placed in community employment	7.0	9.0	7.2	7.6	8.0

Subprogram Summary

HOME AND COMMUNITY BASED SERVICES - STATE ONLY

Roberta Harrison, Chief Financial Officer

Phone: (602) 542-0183

A.R.S. § 36-552

Mission:

To effectively meet the needs of eligible individuals with developmental disabilities and their families, in the least restrictive home- and community-based settings, using the principles of family support and self determination to promote independence and inclusion within the community.

Description:

This program consists of home- and community-based services, including, but not limited to, respite, habilitation, therapies, and attendant care delivered in the consumer's home and community.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	13,589.0	14,089.0	14,089.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3.5	3.5	3.5
Total Funding	13,592.5	14,092.5	14,092.5
FTE Positions	0.0	0.0	0.0

◆ Goal 1 To-N/A

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of child and adult consumers with a developmental disability who live with their family or in their own home or in a community-based setting	99.5	99.5	99.5	99.5	99.5
Average number of individuals served (TCM)	5,197	5,386	5,424	5,668	5,923
Average number of individuals served (DDD State-Only)	3,574	3,579	4,012	4,092	4,174

Subprogram Summary

INSTITUTIONAL SERVICES - TITLE XIX

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 A.R.S. § 36-552

Mission:
To provide services and supports to eligible individuals with developmental disabilities that will promote home and community-based placement whenever appropriate.

Description:
 This program consists of state and privately operated intermediate care facilities (ICF) and nursing facilities.

Funding:	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
General Fund	7,874.9	13,494.7	13,494.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	30,712.3	29,326.9	29,326.9
Total Funding	38,587.2	42,821.6	42,821.6
FTE Positions	271.0	271.0	271.0

◆ **Goal 1** To-N/A

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of consumers in ICF/MRs and skilled nursing facilities (*point in time 6/30)	109	105	104	109	115
Number of consumers in Institutional Settings	28	27	28	28	28

Subprogram Summary

PHYSICAL & BEHAVIORAL

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 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 ALTCS-eligible individuals including hospital care; physician, pharmacy, laboratory, and rehabilitation services; durable medical equipment; and early and periodic screening, diagnosis, and treatment and other medical services, care, and support.

◆ **Goal 1** To-N/A

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of consumers receiving acute care services through the Division of Developmental Disabilities	37,038	38,993	38,050	38,997	40,002

Subprogram Summary

ATP-COOLIDGE - TITLE XIX

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 A.R.S. § 36-2939

Mission:

To provide active treatment, residential care, supervision, and services to eligible individuals to promote home and community placements whenever possible and appropriate.

Description:

The Arizona Training Program at Coolidge (ATPC) is an Intermediate Care Facility (ICF) consisting of certified residential facilities that provide active treatment and other services in accordance with federal and state regulations.

◆ **Goal 1** To-N/A

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of consumers at ATP in Coolidge at group homes	12	10	11	7	5
Number of consumers at ATP in Coolidge at ICF	50	45	50	45	42

Subprogram Summary

STATE-FUNDED LONG TERM CARE

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 Laws 2007, Chapter 255, Section 28

Mission:

To effectively meet the needs of Long Term Care-eligible individuals with developmental disabilities.

Description:

This funding provides non-Title XIX services to Long Term Care-eligible consumers.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	9,115.3	9,388.8	9,798.8
Other Appropriated Funds	27,537.0	33,289.5	33,289.5
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	36,652.3	42,678.3	43,088.3
FTE Positions	2.0	2.0	2.0

◆ **Goal 1** To-N/A

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Long Term Care-eligible consumers that receive state-funded room and board to live in community-based homes	4,827	4,972	4,878	4,976	5,075

Subprogram Summary

MEDICARE CLAWBACK PAYMENTS

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 Laws 2007, Chapter 255, Section 28

Mission:

To provide Medicare clawback funds as required by federal law under the Medicare Modernization Act.

Description:

The Medicare clawback payment budget provides for a payment each year to Medicare, as required by the Medicare Modernization Act (MMA). The health plan medical costs are reconciled on actual claims data rather than on accrued audited financial statements. A data warehouse has been developed to house claims data and to facilitate the production of standard reporting.

Note: The Department has no control over the payment.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,661.2	5,710.3	5,710.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	4,661.2	5,710.3	5,710.3
FTE Positions	0.0	0.0	0.0

Subprogram Summary

ARIZONA EARLY INTERVENTION PROGRAM

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 Public Law 108-446

Mission:

To build upon and provide support and resources to assist family members and caregivers to enhance children’s learning and development through everyday learning opportunities.

Description:

The Arizona Early Intervention Program (AzEIP) is Arizona’s statewide interagency system of services and supports for families of infants and toddlers, birth to three years of age, with disabilities or delays, established by Part C of the Individuals with Disabilities Education Act (IDEA). AzEIP uses a team-based approach to provide individualized supports to all potentially eligible and eligible children and their families to enhance the capacity of families/caregivers to support the child’s development in each geographic region in Arizona. This is a collaborative effort between team-based early intervention services (TBEIS) contractors, DDD, and ASDB, with AzEIP serving as lead agency.

◆ **Goal 1** To-N/A

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Total Infants and Toddlers Eligible and Receiving an Individualized Family Service Plan (continuing and new referrals)	10,559	10,770	10,636	10,714	10,792
Percent increase of referrals	-4.1	2.0	4.2	1.5	1.5

Program Summary

BENEFITS AND MEDICAL ELIGIBILITY

Roberta Harrison, Chief Financial Officer
Phone: (602) 542-0183
A.R.S. § 41-1954

Mission:

To ensure the strength and economic stability of Arizona by providing timely, temporary benefit assistance, and aid to vulnerable, qualifying Arizonans.

Description:

The Division of Benefit and Medical Eligibility (DBME) administers the Supplemental Nutrition Assistance Program (SNAP) and Cash Assistance (CA) programs for the State of Arizona. The Division also determines eligibility for Medical Assistance and Social Security Disability Insurance (SSDI).

This Program Contains the following Subprograms:

- ▶ Benefits and Medical Eligibility Operations
- ▶ Disability Determination Services Administration
- ▶ TANF Cash Benefits
- ▶ Tribal Pass-Through Funding
- ▶ Nutrition Assistance Benefits
- ▶ Coordinated Hunger
- ▶ Pandemic Emergency Assistance

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	39,505.9	43,889.8	43,889.8
Other Appropriated Funds	48,590.0	34,779.4	34,779.4
Other Non Appropriated Funds	2,397,364.7	1,794,484.8	1,794,484.8
Total Funding	2,485,460.6	1,873,154.0	1,873,154.0
FTE Positions	2,647.0	2,658.0	2,658.0

Subprogram Summary

BENEFITS AND MEDICAL ELIGIBILITY OPERATIONS

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 A.R.S. § 41-1954

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

Division of Benefits and Medical Eligibility Operations includes the following areas:

The Family Assistance Administration (FAA) provides support to field staff by providing leadership, oversight, policy and procedures, training, system support, financial and purchasing control, human resources, and management information. FAA programs ensure conformity with federal and state laws in the Nutrition Assistance (formerly Food Stamps), Cash Assistance under Temporary Assistance for Needy Families (TANF), General Assistance, and Tuberculosis Control programs; coordinate eligibility determination for Medical Assistance programs; and provide child passenger restraint seats.

The Office of Program Evaluation (OPE) evaluates and monitors eligibility for the following programs: Cash Assistance, Nutrition Assistance, and specialized areas within the Arizona Health Care Cost Containment System (AHCCCS) through the application of approved quality control and performance measurements. OPE performs a management evaluation function by reviewing local office processes to determine Supplemental Nutrition and Cash Assistance program accuracy and compliance with state and federal mandates.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	33,571.0	37,454.9	37,454.9
Other Appropriated Funds	10,807.1	11,543.0	11,543.0
Other Non Appropriated Funds	177,517.0	203,531.8	203,531.8
Total Funding	221,895.1	252,529.7	252,529.7
FTE Positions	2,378.0	2,383.0	2,383.0

◆ **Goal 1** To N/A

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of Clients Served Virtually	95.2	95.2	95.4	97.2	97.2

Subprogram Summary

DISABILITY DETERMINATION SERVICES ADMINISTRATION

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 A.R.S. § 41-1954; 46-251

Mission:

To provide timely and accurate disability determinations for applicants.

Description:

The Disability Determination Services Administration (DDSA) adjudicates Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) benefit claims from Social Security offices in Arizona. Federal statutes and regulations require the states to administer the disability documentation and decision-making process for claimants who are residents. DDSA operates under federal statutes and regulations that require states to make SSDI and SSI disability determinations for their residents. The Social Security Administration (SSA) funds 100 percent of the program cost and mandates specific program guidelines and performance standards. In addition, DDSA reviews and determines entitlements for referred initial and continuing Arizona Health Care Cost Containment System (AHCCCS) acute care claims. The applicant's potential for vocational rehabilitation is considered, with referrals made as appropriate. DDSA measures are reported on a federal fiscal year basis.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	37,043.2	38,636.7	38,636.7
Total Funding	37,043.2	38,636.7	38,636.7
FTE Positions	269.0	275.0	275.0

◆ **Goal 1** To-N/A

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
DDSA Error Rate for SSI/SSDI Case Determinations	9.8	10	5.7	6.4	6.4

Subprogram Summary

TANF CASH BENEFITS

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 A.R.S. § 41-1954; 46-291

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

Cash Assistance (CA), under the Temporary Assistance for Needy Families (TANF) block grant, provides for financial benefit payments to those individuals who meet the eligibility criteria. The CA program also offers a grant diversion program which offers a one-time up-front payment to needy CA applicants who are likely to obtain immediate employment. The one-time diversion payment is intended to eliminate the applicant's need for ongoing enrollment in the CA program.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	22,736.4	22,736.4	22,736.4
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	22,736.4	22,736.4	22,736.4
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To-N/A

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of TANF Cash Assistance issued timely	98.9	98.5	98.3	98.8	98.8
Number of Days to Determine New TANF Cash Assistance Applications	20.83	20.5	19.83	19.37	19.37

Subprogram Summary

TRIBAL PASS-THROUGH FUNDING

Roberta Harrison, Chief Financial Officer
Phone: (602) 542-0183
A.R.S. § 46-134

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

Tribal Pass-Through Funding provides financial assistance to Native American tribes who elect to operate their own TANF programs by providing cash assistance for eligible households to help them become self-sufficient through increased educational and employment opportunities and supportive services while maintaining tribal values. In addition to monies received from this pass-through, these tribes independently receive TANF block grant monies from the federal government.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,680.3	4,680.3	4,680.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	4,680.3	4,680.3	4,680.3
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To-N/A

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Monthly average of individuals receiving Cash Assistance benefits through a Tribal Cash Assistance program.	477	401	385	325	325

Subprogram Summary

NUTRITION ASSISTANCE BENEFITS

Roberta Harrison, Chief Financial Officer
Phone: (602) 542-0183
A.R.S. § 41-1954

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

Food Stamps, now known as the Supplemental Nutrition Assistance Program, provides low-income households increased food-purchasing power, enabling them to obtain a more adequate nutritional diet. This is a federal program regulated by the U.S. Department of Agriculture (USDA). The state administers the distribution of nutrition assistance through electronic benefit transfer (EBT).

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,167,897.2	1,540,707.7	1,540,707.7
Total Funding	2,167,897.2	1,540,707.7	1,540,707.7
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To improve quality of supplemental Nutrition Assistance Benefits Program.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Customer Care Center Completion Rate	70.0	74.1	71.2	71.5	71.5
NA Timeliness Rate	97.1	97.0	96.3	96.0	96.0

Subprogram Summary					
COORDINATED HUNGER					
Roberta Harrison, Chief Financial Officer					
Phone: (602) 542-0183					
A.R.S. § 41-1954; 41-1981; Public Law 97-35; Title VI					

Mission:

To implement effective policies, services, programs, and partnerships that address food security in Arizona.

Description:

The Coordinated Hunger Program provides a focal point for addressing hunger issues in Arizona and promoting food security. The program coordinates with various federal, state, and local organizations that provide food assistance to the hungry and contracts with various hunger organizations to leverage federal and state resources.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,254.6	1,754.6	1,754.6
Other Appropriated Funds	500.0	500.0	500.0
Other Non Appropriated Funds	14,907.3	11,608.6	11,608.6
Total Funding	16,661.9	13,863.2	13,863.2
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To ensure produce is distributed statewide.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total pounds of produce distributed by Department contracted food banks (millions)	209.2	210	69	50	50

◆ **Goal 2** To provide emergency food assistance to individuals in need statewide.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Individuals served by TEFAP (Monthly average)	0	500,000	80,000	80,000	80,000

◆ **Goal 3** To improve the health of low income individuals at least 60 years of age with nutritious USDA food statewide.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Commodity Supplemental Food Program (CSFP) boxes (individuals) served per month.	0	20,646	19,208	22,731	22,731

Subprogram Summary

PANDEMIC EMERGENCY ASSISTANCE

Roberta Harrison, Chief Financial Officer

Phone: (602) 542-0183

Laws 2021, First Regular Session, Chapter 408

Mission:

To provide assistance to needy families impacted by the Coronavirus Disease 2019 (COVID-19) pandemic.

Description:

The Pandemic Emergency Assistance Fund (PEAF) provides funding to states to assist needy families impacted by the Coronavirus Disease 2019 (COVID-19) pandemic. Grantees may use funds to provide certain non-recurrent, short term (NRST) benefits. Additionally, they may use funds for administrative costs (up to a 15-percent cap for states and territories and up to the negotiated cap for tribes). All grantees must use funds to supplement, and not supplant, other federal, state, tribal, territorial, or local funds.

◆ **Goal 1** To make direct payments to Child Cash Assistance Cases

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Direct Payments to Child Cash Assistance Cases	N/A	12,600	13,359	N/A	N/A

Explanation: Direct Payments to Child Cash Assistance Cases

Program Summary

CHILD SUPPORT ENFORCEMENT

Roberta Harrison, Chief Financial Officer

Phone: (602) 542-0183

A.R.S. § 41-1954: Laws 1994, Ch 374

Mission:

To provide timely Child Support Services that are in the best interest of the child.

Description:

The Division of Child Support Services (DCSS) promotes positive parental involvement, economic security and healthcare access for children whose parents are not together. The Division establishes legal paternity and collects and distributes child support. For parents with a state child support account authorized under IV-D of the Social Security Act, DCSS facilitates collection and distribution of child support by establishing, modifying and enforcing child support and medical support orders. DCSS encourages family responsibility and works to ensure that children are supported by their parents by connecting them to resources that remove barriers and support self-

This Program Contains the following Subprograms:

- ▶ Child Support Enforcement Operations
- ▶ County Participation

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	11,717.5	12,960.0	12,960.0
Other Appropriated Funds	14,707.3	15,109.6	15,109.6
Other Non Appropriated Funds	35,370.2	66,134.0	66,134.0
Total Funding	61,795.0	94,203.6	94,203.6
FTE Positions	629.0	629.0	629.0

Subprogram Summary

CHILD SUPPORT ENFORCEMENT OPERATIONS

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 A.R.S. § 41-1954; Laws 1994, Ch 374

Mission:

To provide effective and fair child support services.

Description:

This program provides intake services, locates absent parents, establishes paternity and establishes the legal obligation to pay child support and provide medical support in local and interstate cases. The program enforces child support obligations and medical support through various administrative and judicial remedies. Child support services are provided to custodial persons who receive Cash Assistance, AHCCCS medical assistance services, foster care assistance, as well as to any other custodial or non-custodial person who applies. These services are provided pursuant to Title IV-D of the Social Security Act. Services in 12 counties are provided by DES, in conjunction with the Attorney General's Office. DCSS has intergovernmental agreements with County Attorneys to provide services in three counties. The program also provides payment processing services statewide for all cases, Title IV-D and non-Title IV-D.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	11,717.5	12,960.0	12,960.0
Other Appropriated Funds	13,653.0	14,055.3	14,055.3
Other Non Appropriated Funds	27,884.8	58,648.6	58,648.6
Total Funding	53,255.3	85,663.9	85,663.9
FTE Positions	629.0	629.0	629.0

◆ **Goal 1** To increase IV-D cases and collections, including the number of court ordered cases and compliance with court orders.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Ratio of current IV-D child support collected and distributed to current IV-D support due	62:1	64:1	64:1	65:1	66:1
Increased the percentage of cases referred for the next action within 30 days of application from 22.0% to 44.0%	22.0	33	58.0	37.0	40.0

Subprogram Summary

COUNTY PARTICIPATION

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 A.R.S. § 41-1954; Laws 1994, Ch 374

Mission:

To ensure that the participating County Attorney-operated child support offices provide effective and fair child support services.

Description:

The Division of Child Support Enforcement has intergovernmental agreements with three participating County Attorneys to provide multiple services to custodial persons who receive Cash Assistance, AHCCCS medical assistance services, foster care assistance, as well as any other custodial or noncustodial person who applies for child support services.

Note: Performance measures for the counties operating their own programs are included in the state-wide measures in the Division of Child Support Services Operations.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,054.3	1,054.3	1,054.3
Other Non Appropriated Funds	7,485.4	7,485.4	7,485.4
Total Funding	8,539.7	8,539.7	8,539.7
FTE Positions	0.0	0.0	0.0

Program Summary			
AGING AND ADULT SERVICES			
Roberta Harrison, Chief Financial Officer			
Phone: (602) 542-0183			
A.R.S. § 41-1954			

Mission:

To ensure Arizonans have access to systems of support that enable them to live safely, independently, and with dignity and self-determination.

Description:

The Division of Aging and Adult Services (DAAS) supports at-risk Arizonans to meet their basic needs and to live safely, with dignity and independence. Services and programs reach a diverse population of Arizonans from homeless youth to older adults.

This Program Contains the following Subprograms:

- ▶ Aging and Adult Services Operations
- ▶ Adult Services
- ▶ Community and Emergency Services
- ▶ Coordinated Homeless
- ▶ Domestic Violence Prevention
- ▶ Refugee Resettlement Program
- ▶ Sexual Violence Services
- ▶ Long-Term Care Ombudsman
- ▶ After School and Summer Youth Program
- ▶ Emergency Rental Assistance Program

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	25,772.4	42,103.4	57,160.0
Other Appropriated Funds	22,520.1	16,347.7	16,347.7
Other Non Appropriated Funds	170,152.3	259,324.9	259,324.9
Total Funding	218,444.8	317,776.0	332,832.6
FTE Positions	191.7	286.7	442.7

Subprogram Summary

AGING AND ADULT SERVICES OPERATIONS

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 A.R.S. § 41-1954

Mission:

To support and enhance the ability of at-risk and older adults to meet their needs to the maximum of their ability, choice and benefit. To assist refugees in Arizona with attaining social and economic self-sufficiency and well-being. To provide leadership by establishing partnerships and building community networks that deliver premiere human services to vulnerable, at-risk populations.

Description:

DAAS Operations provides administrative oversight and operating support to the programs in the Division. This program also includes the Adult Protective Services (APS) program. APS accepts and evaluates reports of abuse, neglect, and exploitation of vulnerable and incapacitated adults and offers appropriate services. Elder Rights, as part of Title VII of the Older Americans Act, includes four major components under state leadership. These components are Elder Abuse Prevention, Legal Services Assistance, the State Long-Term Care Ombudsman, and the State Health Insurance Assistance Program. Elder Rights is an advocacy program that incorporates all services, support, and protection to assist vulnerable adults in understanding their rights, maintaining and exercising control over decision making, and benefiting from services and benefits promised by law.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	8,910.4	24,215.2	38,971.8
Other Appropriated Funds	234.6	253.4	253.4
Other Non Appropriated Funds	17,187.6	14,057.0	14,057.0
Total Funding	26,332.6	38,525.6	53,282.2
FTE Positions	145.7	240.7	396.7

◆ **Goal 1** To improve timeliness of the APS investigation process.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Adult Protective Services Number of New Reports Annually	23,692	27,251	29,494	39,500	49,375
Percent of APS cases closed within the 60 day timeframe (Annual Avg)	50.0	76	49.8	70.0	90.0

Subprogram Summary

ADULT SERVICES

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 A.R.S. § 41-1954; 46-191

Mission:

To further develop and provide a continuum of services designed to meet the needs of older or at-risk adults so they may retain independence and autonomy; to provide statewide leadership in the areas of planning, developing, and coordinating a comprehensive system of protection and advocacy programs that assist disabled and vulnerable elders to exercise their rights and choices promised by law; and to empower economically disadvantaged persons aged 55 or older with job opportunities in training programs or stipend volunteer programs to enhance the participants' quality of life.

Description:

The system of home- and community-based services includes services that assist disabled adults and the elderly to live as independently as possible in their homes and community. Services provided include home care, home delivered meals, transportation, adult day health care, respite, home repair, and case management. Services are also available for family caregivers.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	11,205.9	12,731.9	13,031.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	60,693.8	81,779.4	81,779.4
Total Funding	71,899.7	94,511.3	94,811.3
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To improve timeliness of Home and Community Based Services waitlist.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of individuals on HCBS wait list in home care services cluster one.	1,318	989	1,069	855	684
Number of service enrollments on the waitlist	1,595	1,204	1,754	1,403	1,123

Subprogram Summary

COMMUNITY AND EMERGENCY SERVICES

Roberta Harrison, Chief Financial Officer

Phone: (602) 542-0183

A.R.S. § 41-1954; 46-241; Public Law 97-35; Title VI

Mission:

To assist Community Action Agencies in addressing the causes of poverty, pursue community revitalization, and assist low-income people to become more self-sufficient.

Description:

This program funds Community Action Agencies both for services that assist with short-term basic needs and to develop responses to poverty. Areas addressed by agencies include issues associated with energy assistance and homelessness prevention.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	3,724.0	3,724.0	3,724.0
Other Non Appropriated Funds	38,807.0	70,053.6	70,053.6
Total Funding	42,531.0	73,777.6	73,777.6
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase the number of households served.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of households that received utility assistance	27,572	25,961	25,961	25,000	22,000
Number of households that received rental and mortgage assistance	2,983	2,278	2,278	2,100	2,100

Subprogram Summary

COORDINATED HOMELESS

Roberta Harrison, Chief Financial Officer

Phone: (602) 542-0183

A.R.S. § 41-1954; Public Law 100-77; Public Law 100-628

Mission:

To work toward preventing and ending homelessness for homeless individuals and families and those at risk of homelessness throughout the state.

Description:

The Coordinated Homeless Program is responsible for staffing the Interagency and Community Council on Homelessness, co-chaired by the DES Director and Department of Housing Director and for the development and implementation of the State Plan to End Homelessness. Additional areas of responsibility include administration of homeless shelter and supportive services contracts, implementation of the Statewide Program Evaluation Project, data collection and analysis, and support for and participation in local homeless planning activities.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	873.1	873.1	873.1
Other Appropriated Funds	1,649.5	1,649.5	1,649.5
Other Non Appropriated Funds	13,567.3	10,522.9	10,522.9
Total Funding	16,089.9	13,045.5	13,045.5
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To ensure individuals are connected to services available.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Households Receiving Outreach (DES Contracted Provider Numbers)	1,776	1,510	1,913	1,510	1,510

◆ **Goal 2** To provide immediate shelter for individuals who are at risk or homeless.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Households Receiving Temporary Emergency Shelter (DES Contracted Provider Numbers)	19,714	16,757	22,093	16,757	16,757

◆ **Goal 3** To provide financial assistance to families to avoid homelessness.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Households Receiving Homeless Prevention (DES Contracted Provider Numbers)	2,618	2,225	2,633	2,225	2,225

◆ **Goal 4** To rapidly transition individuals from homelessness to housing.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Households Receiving Rapid Rehousing (DES Contracted Provider Numbers)	2,771	2,355	1,983	2,355	2,355

Subprogram Summary

DOMESTIC VIOLENCE PREVENTION

Roberta Harrison, Chief Financial Officer
Phone: (602) 542-0183
A.R.S. § 36-3001

Mission:

To provide safety and services to the victims of domestic violence and their children and to improve the comprehensive Domestic Violence Program in Arizona.

Description:

The Domestic Violence Program provides contractual funding for shelter and supportive services for victims of domestic violence and their children utilizing a statewide network of private nonprofit shelter facilities including safe houses. Technical assistance is provided to the domestic violence network members in collaboration with a statewide coalition against domestic violence.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,283.0	3,283.2	3,283.2
Other Appropriated Funds	8,912.0	10,720.8	10,720.8
Other Non Appropriated Funds	579.7	870.1	870.1
Total Funding	12,774.7	14,874.1	14,874.1
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase victims ability to protect themselves and families from further abuse.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent of Clients who indicated safety has improved	81.0	90.0	90.5	90.0	90.0

Subprogram Summary

REFUGEE RESETTLEMENT PROGRAM

Roberta Harrison, Chief Financial Officer
Phone: (602) 542-0183
Public Law 96-212

Mission:

To assist refugees in Arizona with attaining social and economic self-sufficiency and well-being.

Description:

The Arizona Refugee Resettlement Program (RRP) supports and advances successful resettlement of refugees, individuals forced to flee their home countries due to persecution, war, and human rights violations, through the coordination of public and private resources that best enable them to be firmly established on the path to success and well-being. RRP partners with a wide array of organizations, including local Voluntary Agencies (VOLAGs) and Mutual Assistance Associations (MAAs), to coordinate and provide core employment and case management services that promote self-sufficiency and integration, such as housing, school enrollment, cultural orientations, employment orientations, benefits applications, and ongoing adjustment services.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,774.9	13,100.9	13,100.9
Total Funding	8,774.9	13,100.9	13,100.9
FTE Positions	12.0	12.0	12.0

◆ **Goal 1** To promote refugee social and economic self-sufficiency and well-being.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Clients Receiving Case Management Services	1,658	2,000	1,749	2,000	2,000
Number of Completed Health/Medical Screenings	320	3,493	2,074	3,500	3,800

Subprogram Summary

SEXUAL VIOLENCE SERVICES

Roberta Harrison, Chief Financial Officer

Phone: (602) 542-0183

Laws 2021, First Regular Session, Chapter 409

Mission:

To provide safety and services to the victims of sexual violence and to improve the comprehensive Sexual Violence Program in Arizona.

Description:

Arizona State Laws 2021, First Regular Session, Chapter 409, Section 17 established the Sexual Violence Service Fund, which consists of legislative appropriations, grants and contributions. The Department, in consultation with the federally designated statewide Coalition to End Sexual Violence, must use the fund for allocating grant monies to service providers for victims of sexual violence.

◆ **Goal 1** To serve victims of sexual violence through grants for community providers.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Individuals that received sexual violence services	309	350	259	400	0

Explanation: Number of Individuals that received sexual violence services

Subprogram Summary

LONG-TERM CARE OMBUDSMAN

Roberta Harrison, Chief Financial Officer

Phone: (602) 542-0183

Laws 2021, First Regular Session, Chapter 408

Mission:

To enable older Arizonans to maintain the most independence and freedom, avoid institutional care and live in dignity.

Description:

Arizona's LTCOP Program's primary purpose is to identify, investigate and resolve complaints made by or on behalf of residents of nursing homes, assisted living facilities and adult foster care homes.

◆ **Goal 1** To enable older Arizonans to maintain the most independence and freedom, avoid institutional care and live in dignity.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of facility visits.	4,073	4,400	6,041	6,300	6,500

Explanation: Number of facility visits.

Subprogram Summary

AFTER SCHOOL AND SUMMER YOUTH PROGRAM

Roberta Harrison, Chief Financial Officer

Phone: (602) 542-0183

Laws 2021, First Regular Session, Chapter 408

Mission:

To assist in guiding at-risk youth toward positive influences, relationships, and self-transformation.

Description:

The amount appropriated for the after school and summer youth program line item shall be distributed to a charitable organization that is qualified under section 501(c)(3) of the internal revenue code, that is located in the city of Phoenix and that provides after school and summer youth programs dealing with gang violence for at-risk youth.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	8,000.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	8,000.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase the number of kids enrolled in the program.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of kids enrolled	0	500	272	N/A	N/A

Explanation: Number of kids enrolled

Subprogram Summary

EMERGENCY RENTAL ASSISTANCE PROGRAM

Roberta Harrison, Chief Financial Officer

Phone: (602) 542-0183

HR 748, CARES Act, Public Law 116-136

Mission:

To assist eligible households that have difficulty making timely payments of rent and utilities due to the COVID-19 pandemic

Description:

The Consolidated Appropriations Act, 2021 (Pub. L. No. 116-260) established the \$25 billion Emergency Rental Assistance Program (ERAP). The funding provided by ERAP will assist eligible households that have difficulty making timely payments of rent and utilities due to the COVID-19 pandemic. Under ERAP, Treasury will make payments directly to States (including the District of Columbia), U.S. Territories (Puerto Rico, the United States Virgin Islands, Guam, the Commonwealth of the Northern Mariana Islands, and American Samoa) local governments with more than 200,000 residents, the Department of Hawaiian Home Lands (DHHL), and Indian tribes (defined to include Alaska native corporations) or the tribally designated housing entity of an Indian tribe, as applicable (collectively the “eligible grantees”). Treasury must make direct payments to the eligible grantees no later than 30 days after December 27, 2020. Eligible grantees must use not less than 90 percent of the awarded funds to provide financial assistance to eligible households, including payment of rent, rental arrears, utilities and home energy costs, utilities and home energy costs arrears, and other expenses related to housing incurred due, directly or indirectly, to the COVID-19 pandemic. Eligible grantees may use the remaining funds to provide housing stability services to eligible households, including case management, other services intended to keep households stably housed, and administrative costs

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,000.0	1,000.0	1,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,000.0	1,000.0	1,000.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To assist eligible households that have difficulty making timely payments of rent and utilities due to the COVID-19 pandemic.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Emergency Rental Assistance Utilities Only Program - Number of Households Served Monthly (Unduplicated) (Monthly Average)	1,755	2,500	5,228	5,228	N/A
Explanation: Number of Households Served Monthly					
Emergency Rental Assistance Program - Number of Rental and Utilities Household Assisted (Monthly Average)	N/A	N/A	3,366	3,366	N/A

Program Summary	
DIVISION OF CHILDREN, YOUTH AND FAMILIES	
Roberta Harrison, Chief Financial Officer	
Phone: (602) 542-0183	
A.R.S. § 41-1954; 8-800	

Mission:

To promote services for children to enable them to be safe, and live with strong families so they can be successful in life.

Description:

Laws 2014, 2nd Special Session, Chapter 1 moved the Division of Children, Youth and Families from DES and established a new agency, the Department of Child Safety (DCS). The Department continues to partner with the DCS. This program is retained in the Department's budget and planning structure to show DCS related pass-thru expenditures.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	302,703.0	214,812.9	214,812.9
Total Funding	302,703.0	214,812.9	214,812.9
FTE Positions	0.0	0.0	0.0

Program Summary

EMPLOYMENT AND REHABILITATION SERVICES

Roberta Harrison, Chief Financial Officer

Phone: (602) 542-0183

A.R.S. §§ 41-1967; 41-1954; 46-801; 46-136

Mission:

To Drive Economic Opportunity by:

- *Connecting job-seekers and employers in meaningful employment*
- *Bridging and minimizing employment gaps*
- *Promoting family success today and into the future*

Description:

The Division of Employment and Rehabilitation Services (DERS) plays an integral role in improving Arizona's workforce by assisting individuals who are unemployed and underemployed, and those with barriers to employment, to prepare for and obtain gainful employment. DERS supports Arizona employers with recruitment assistance by connecting them to a skilled workforce.

This Program Contains the following Subprograms:

- ▶ Employment and Rehabilitation Services Operations
- ▶ Jobs Program
- ▶ Day Care Subsidy
- ▶ Independent Living Rehabilitation Services
- ▶ Workforce Innovation and Opportunity Act Services
- ▶ Rehabilitation Services
- ▶ Unemployment Insurance
- ▶ Employment Services
- ▶ Return to Work Grants
- ▶ UTF GF
- ▶ Child Care Subsidy Non-lapsing
- ▶ Return to Work Bonuses

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	20,398.3	15,971.5	15,971.5
Other Appropriated Funds	1,326,325.4	273,219.2	304,036.5
Other Non Appropriated Funds	446,278.2	395,011.1	491,741.1
Total Funding	1,793,001.9	684,201.8	811,749.1
FTE Positions	1,395.0	1,223.6	1,223.6

Subprogram Summary

EMPLOYMENT AND REHABILITATION SERVICES OPERATIONS

Roberta Harrison, Chief Financial Officer

Phone: (602) 542-0183

A.R.S. §§ 41-1967; 41-1954; 46-801; 46-136

Mission:

To increase self-sufficiency and well-being for individuals and families through programs and services that promote and support employment and independent living.

Description:

DERS Operations provides administrative oversight and operating support for all Division programs. The costs reflected in this line item include the costs associated with the Rehabilitation Services Administration, Child Care Administration, Employment Service, Unemployment Insurance and the Workforce Investment Act. For the Jobs Program, the administrative costs paid from this program do not include the contracted costs, as they are paid from the Jobs program.

Note: Goals and performance for the operating function of the division are reflected in the goals and performance of the Division's programs and special line items.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	5,837.9	8,911.1	8,911.1
Other Appropriated Funds	23,473.7	18,648.4	18,648.4
Other Non Appropriated Funds	159,486.1	103,364.5	103,364.5
Total Funding	188,797.7	130,924.0	130,924.0
FTE Positions	1,393.0	1,223.6	1,223.6

◆ **Goal 1** To-N/A

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Employment Placement Retention Rate	68.0	89.0	92.5	93.0	93.0

Subprogram Summary

JOBS PROGRAM

Roberta Harrison, Chief Financial Officer

Phone: (602) 542-0183

A.R.S. § 41-1954; 46-136

Mission:

To provide eligible individuals the opportunity to become economically independent through employment. The Jobs Program removes barriers by providing a variety of services that make a positive difference in their lives.

Description:

The Jobs Program provides comprehensive employment, education, and training services to work eligible individuals receiving TANF Cash Assistance benefits. The services provided include employment skills assessment, job search and job readiness activities, work experience, vocational training, GED preparation, job development and placement, case management, and support services.

The Supplemental Nutrition Assistance Employment and Training (SNA E&T) program provides short-term training, work experience and also offers limited support services for mandatory Supplemental Nutrition Assistance recipients in the program.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	300.0	300.0	300.0
Other Appropriated Funds	10,705.6	10,705.6	10,705.6
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	11,005.6	11,005.6	11,005.6
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase the number of Jobs Cash Assistance recipients who obtain employment.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Number of job placements (TANF) monthly	295	270	165	204	234

Subprogram Summary

DAY CARE SUBSIDY

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 A.R.S. §§ 41-1967; 46-801

Mission:

To support the well-being and economic independence of Arizona's families by providing child care assistance and developing quality child care.

Description:

The program provides child care assistance for eligible recipients under state appropriation of state and federal block grant funding sources, certifies small family child care homes that serve eligible families, provides funding to increase the availability and improve the quality of child care services, and provides leadership for statewide coordination and collaboration of various child care and early childhood development programs.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	131,253.0	187,080.2	187,080.2
Other Non Appropriated Funds	154.9	154.9	154.9
Total Funding	131,407.9	187,235.1	187,235.1
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To expand access to quality child care for children receiving subsidy.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent of children placed in quality child care settings	51.0	52.0	53.6	60.3	64.3

Subprogram Summary

INDEPENDENT LIVING REHABILITATION SERVICES

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 (SLI) Public Law 93-112

Mission:

To work with individuals who have significant impairments to maintain and increase self-determination and independence (placing primary emphasis on core services: information and referral services, independent living skills services, peer counseling, and self-advocacy) in partnership with the Centers for Independent Living, other Independent Living Programs, and the Statewide Independent Living Council.

Description:

The Independent Living Rehabilitation Services (ILRS) program promotes and advocates for the independent living needs and goals of individuals with significant disabilities, provides information and referral services, provides peer support and counseling services, provides grants and contracts to community programs to provide services and for community development, provides training in independent living skills to individuals, provides other independent living services as necessary and appropriate to individuals including: technology assistance, adaptive aids and devices, home modifications, etc.; and provides eye exams and glasses.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	166.0	166.0	166.0
Other Appropriated Funds	1,123.4	1,123.4	1,123.4
Other Non Appropriated Funds	413.8	612.0	612.0
Total Funding	1,703.2	1,901.4	1,901.4
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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of individuals receiving services in order to achieve or maintain their independence	258	470	635	677	719

Subprogram Summary

WORKFORCE INNOVATION AND OPPORTUNITY ACT SERVICES

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 A.R.S. §§ 41-1954; Public Law 105-220

Mission:

To provide leadership and support to programs that prepare eligible individuals for long-term employment and self-sufficiency.

Description:

The Department of Economic Security is the agency and grant recipient for the Workforce Investment and Opportunity Act (WIOA) 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 12 Local Workforce Investment Areas (LWIAs). The LWIAs administer the programs for adults, dislocated workers, and economically disadvantaged youth. In addition, five percent of the federal WIA allocation is available for discretionary purposes such as administration, statewide initiatives, and competitive grants for employment and training programs.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	72,502.2	55,006.9	85,824.2
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	72,502.2	55,006.9	85,824.2
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To achieve the goals of the Workforce Innovation and Opportunity Act by providing employment assistance to adults, youth, and dislocated workers.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of adults who entered employment	4,734	5,154	4,305	4,037	4,286
Number of youth who entered employment	1,533	1,562	1,697	1,596	1,668
Number of dislocated workers who entered employment	462	468	672	837	920
Percent Retention for Clients Placed	57.9	80.0	92.5	93.0	93.0
Total Job Placements per month (ARIZONA@WORK -AMS Core Deployed Sites)	N/A	N/A	N/A	N/A	N/A

Subprogram Summary

REHABILITATION SERVICES

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 A.R.S. §§ 23-501; 36-552

Mission:

To work with individuals with disabilities to achieve gainful employment through the provision of jointly developed and individually planned vocational rehabilitation services in a partnership with the State Rehabilitation Council (SRC), Community Rehabilitation Programs (CRP), and all other stakeholders.

Description:

The Rehabilitation Services Administration (RSA) assists individuals with disabilities to evaluate and determine appropriate employment goals and to identify the activities and services necessary to achieve these goals, including the provision of employment support services. To assist individuals in achieving and maintaining employment, this subprogram provides counseling and an array of individually planned and purchased services, including medical and psychological restoration, training, job development and placement, job coaching, rehabilitation technology aids, etc. RSA 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:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	6,594.4	6,594.4	6,594.4
Other Appropriated Funds	654.7	654.7	654.7
Other Non Appropriated Funds	34,882.1	44,913.9	44,913.9
Total Funding	42,131.2	52,163.0	52,163.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To assist customers to achieve meaningful and sustained work as effectively and efficiently as possible.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Individuals in the Vocational Rehabilitation program successfully rehabilitated	1,326	1,687	1,514	1,666	1,166
Average hourly wage-dollars	14.10	14.10	19.30	22.20	27.70

Subprogram Summary

UNEMPLOYMENT INSURANCE

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 A.R.S. § 23-601

Mission:

To collect taxes from covered employers and to pay benefits to eligible unemployed workers.

Description:

The program provides Unemployment Insurance benefits to eligible individuals based on their past earnings and collects payroll taxes from subject employers to fund the payment of those benefits.

◆ **Goal 1** To increase the degree of timeliness in paying Unemployment Insurance Benefits

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of days to obtain employment	95	60	73	73	73

Subprogram Summary

EMPLOYMENT SERVICES

Roberta Harrison, Chief Financial Officer
 Phone: (602) 542-0183
 (SLI) Public Law 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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	183,669.6	243,901.0	340,631.0
Total Funding	183,669.6	243,901.0	340,631.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To improve quality of the Employment Services Program.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of individuals employed through ADC Second Chance Centers or Community Based Reentry Centers	2,475	2,646	3,654	4,267	4,480

Subprogram Summary					
RETURN TO WORK GRANTS					
Roberta Harrison, Chief Financial Officer					
Phone: (602) 542-0183					
Laws 2021, First Regular Session, Chapter 408					

Mission:

To strengthen the workforce by offering education incentives to eligible unemployment claimants.

Description:

To provide financial aid for community college and GED test preparation to eligible individuals transitioning off of unemployment insurance. Individuals are eligible if they received unemployment benefits as of week ending May 15th, 2021.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,966.5	2,064.8	2,064.8
Total Funding	1,966.5	2,064.8	2,064.8
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide financial aid for community college and GED test preparation to 1,000 clients.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Clients Served	N/A	1,000	0	N/A	N/A

Subprogram Summary					
UTF GF					
Roberta Harrison, Chief Financial Officer					
Phone: (602) 542-0183					
Laws 2021, First Regular Session, Chapter 408					

Mission:

To strengthen the solvency of Unemployment Insurance Trust Fund.

Description:

General Fund appropriation to increase the balance of the Unemployment Insurance Trust Fund.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	7,500.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	65,705.2	0.0	0.0
Total Funding	73,205.2	0.0	0.0
FTE Positions	2.0	0.0	0.0

Subprogram Summary

CHILD CARE SUBSIDY NON-LAPSING

Roberta Harrison, Chief Financial Officer
Phone: (602) 542-0183
Laws 2021, First Regular Session, Chapter 408

Mission:

To support the well-being and economic independence of Arizona's families by providing child care assistance and developing quality child care.

Description:

The program provides child care assistance for eligible recipients under state appropriation of state and federal block grant funding sources, certifies small family child care homes that serve eligible families, provides funding to increase the availability and improve the quality of child care services, and provides leadership for statewide coordination and collaboration of various child care and early childhood development programs.

Subprogram Summary

RETURN TO WORK BONUSES

Roberta Harrison, Chief Financial Officer
Phone: (602) 542-0183
HR 748, American Rescue Plan Act, Public Law 117-2

Mission:

To help individuals transition from unemployment and return to the workforce.

Description:

Full-time workers will receive \$2,000 for completing 320 hours of employment. Part-time workers that complete 160 hours will receive \$1,000.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,086,612.8	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,086,612.8	0.0	0.0
FTE Positions	0.0	0.0	0.0

Agency Summary

BOARD OF EDUCATION

Alicia Williams, Executive Director
Phone: (602) 542-0120
A.R.S. §§ Title 15 et seq.

Mission:

To develop successful citizens through robust public education.

Description:

The State Board of Education is constitutionally charged with regulating the conduct of the public school system. Arizona law requires the Board to regulate and exercise general supervision over the conduct of the public school system and adopt rules and policies it deems necessary to accomplish this purpose. Regulation and supervision includes the following:

- (a) prescribe a minimum course of study and competency requirements for promotion of students from third and eighth grade as well as for graduation from high school;
- (b) supervise and control the certification of persons engaged in instructional work in a school district;
- (c) approve alternative teacher and administrator preparation programs;
- (d) adopt proficiency exams and passing scores for those exams;
- (e) adopt rules governing the methods for administering proficiency exams;
- (f) impose disciplinary action on all certificate holders who are found to have engaged in immoral conduct;
- (g) serve as the State Board for Vocational and Technological Education; and
- (h) delegate to the Superintendent of Public Instruction the execution of board policies and rules.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,979.7	3,407.6	3,376.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,979.7	3,407.6	3,376.7
FTE Positions	19.0	23.0	23.0

Issue 1 Statewide Assessment

Description To establish a statewide assessment system that assesses students' skills and knowledge of the academic standards in order to produce the data and tools necessary for parents, educators and policymakers to advance the academic success of Arizona students.

Solutions:

In accordance with the State Board of Education's (Board) Five Year Assessment Plan, adopted in 2019, the vendor for the new statewide assessment in grades 3-12 was selected at the June 2020 meeting. The new statewide assessment will be built by Arizona educators, utilizing Arizona's statewide standards.

Full implementation of the new statewide assessment will occur in the spring of 2022. The new statewide assessment in high school will provide access to a college entrance exam to all students, at no cost to the students. Data from the assessment system will inform Board policies, as the data will accurately reflect students' readiness for college and career.

Issue 2 School Accountability and Improvement

Description To implement the State Board of Education's (Board) Five-Year Assessment Plan, with new statewide assessments starting in the spring of 2022, while reviewing and updating the accountability systems for accuracy and impact, creating a new Five-Year Accountability Plan, communicating timelines of implementation to the educational field and stakeholders and ensuring all Arizona students have access to a high quality education.

Solutions:

As the state moves towards a new statewide assessment system, the Board and staff will continue to work with stakeholders to collect and analyze accountability trends in Arizona, while following an adopted timeline of change and implementation. From this information, the Board will continually review and inspect potential revisions to the statewide accountability system for traditional schools. Finally, the Board will continue to plan and implement the accountability systems for alternative schools, online instruction schools, district and small school/K-2 schools to ensure accurate reporting. A new Five-Year Accountability Plan is scheduled to be in place by the December of 2021, which will ensure transparency and the continued gathering of student data for the state.

As with any new assessment system, dips in educational gains may be present for the first three years, as students and educators become familiar with the new assessments. To ensure academic achievement of K-12 public school students by supporting and incentivizing the increase of A Schools and decrease of D and F schools, the Board will be working collaboratively with the Department of Education, the field and educational stakeholders to ensure resources are available to those schools who need assistance in school improvement. Furthermore, by utilizing the accountability system to determine need and recognizing success, the field will be able to collaborate with one another of similar demographics to implement best practices.

Because of school closures and the movement to remote learning due to COVID-19 in the 19-20 and 20-21 school years, the Board will study the impact of learning loss and potential educational gaps as it pertains to Move on When Reading and the pathways to meeting the Achieve 60 Initiative goals for postsecondary attainment. The Board will continue to work with stakeholders to develop new pathways for industry certification and recognizing that this may involve statutory language that recognizes student success in Career and Technical Education through a diploma seal. As the COVID-19 crisis continues, research on reading proficiency data and trends will continue to determine impact of reading levels for third grade students. The Board will engage in discussions and policy recommendations to drive outcomes to meet the statewide literacy expectation of 72% by 2030 for third grade students.

Issue 3 Educator Oversight and Discipline

Description To prioritize the safety and well-being of students, by keeping disciplined educators out of the classroom

Solutions:

Because of administrative changes, the State Board of Education (Board) was able to increase the number of adjudicated cases from 123 in the 2018-2019 school year, to 210 in the 2019-2020 school year. Although the Board saw a dip in adjudicated cases in the 2020-2021 school year (167) due to the cancellation of hearings because of COVID-19 concerns, the Board anticipates the increase in adjudicated cases to continue, as it implements additional administrative changes. The Board is also taking steps to shorten the wait time on administrative hearings through the Board's Professional Practices Advisory Committee (PPAC), to hit the goal of adjudicating a case within 180 days of receipt. The Board's funding request reflects this goal.

Since 2012, out of 1,055 cases, 399 cases, or 37.8 percent, were sexual/inappropriate in nature and adjudicated by the Board. After meeting with stakeholders, the Board determined significant loopholes existed that allow an educator to elude administrative action, thus allowing an educator to teach at multiple schools and potentially impact multiple students within a career.

The Board was able to close many of these loopholes administratively, while running legislation last year to close the last loophole: noncertified educators. The Board will continue to monitor educator discipline data to drive field awareness, field training, and student safety, as reflected in the Board's funding request.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	23.0	23.0	23.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	3,376.7	3,376.7	3,376.7
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To review the school accountability systems for accuracy and impact.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of A Schools in Arizona.	27	30	30	30	30
Percentage of D & F schools.	0	9	0	15	11

◆ **Goal 2** To increase the number of adjudicated educator discipline cases

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of adjudicated educator discipline cases in a given school year	167	250	160	250	250

Agency Summary

DEPARTMENT OF EDUCATION

Kathy Hoffman, Superintendent of Public Instruction
 Phone: (602) 364-1972
 A.R.S. Title 15 et seq.

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data-driven best practices.

Description:

The Department of Education is administered by the Superintendent of Public Instruction, an elected position. The Superintendent leads the Department of Education in implementation of education laws and regulations. The Superintendent supports direct services to locally governed school districts, including career and technical education districts and accommodation districts. The Superintendent, in conjunction with the State Board for Charter Schools, oversees the state's charter school sites. The Department executes education laws and regulations through evaluation, training, school improvement assistance, dissemination of information, and administration and allocation of funds.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ OFFICE OF THE SUPERINTENDENT	2,988.3	3,021.8	3,162.9
➤ ADMINISTRATION	813,106.1	810,329.2	809,743.1
➤ SCHOOL FINANCE	6,876,612.1	8,306,314.5	8,306,412.4
➤ HIGHLY EFFECTIVE SCHOOLS	1,658,060.9	1,792,553.5	1,792,760.5
➤ HIGHLY EFFECTIVE TEACHERS AND LEADERS	46,256.0	53,133.4	68,375.0
➤ HIGH ACADEMIC STANDARDS FOR STUDENTS	64,073.7	75,431.8	75,810.1
➤ ACCOUNTABILITY AND ASSESSMENT	50,874.2	76,127.1	76,168.0
Agency Total:	9,511,971.3	11,116,911.3	11,132,432.0
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	5,443,552.0	6,923,894.3	6,939,315.5
Other Appropriated Funds	311,039.6	339,106.4	339,205.9
Other Non Appropriated Funds	3,757,379.7	3,853,910.6	3,853,910.6
Total Funding	9,511,971.3	11,116,911.3	11,132,432.0
FTE Positions	725.8	750.9	753.9

Issue 1 Student Equity and Achievement

Description Engaging and empowering Arizona students to reach their full potential and providing opportunities for equitable academic outcomes so all students have access to multiple pathways to achieve life-long success.

Solutions:

- 1.1: Develop and foster community partnerships to support the success of all Arizona students, particularly our most vulnerable student populations.
- 1.2: Provide targeted support to schools for improving outcomes for special populations.
- 1.3: Support and promote implementation of effective teaching and learning frameworks that incorporate a comprehensive system of student supports, which include academic, social-emotional, and physical supports.
- 1.4: Align internal and external systems to support student postsecondary outcomes.
- 1.5: Support and promote implementation of effective models and frameworks for research-based language immersion.

Issue 2 Educator Recruitment and Retention

Description Inadequate retention and recruitment of teachers and other professionals providing specialized student supports, such as school counselors has led to a staffing shortage in schools. Highly effective teachers in the classroom are the biggest predictor of student success. Arizona must foster a robust, statewide teaching profession where educators can grow and thrive professionally and personally.

Solutions:

- 2.1: Support and promote recruitment and retention of diverse educators and leaders.
- 2.2: Expand beginning teacher and leader inductive and mentoring programs.
- 2.3: Provide educator leadership development opportunities.
- 2.4: Increase funding for recruitment and retention.
- 2.5: Build collaborative partnerships to ensure education professionals have access to appropriate resources and preparation, which includes culturally responsive and social-emotional training.
- 2.6: Identify and facilitate opportunities to leverage state resources to support the educator workforce (benefits, facilities, procurement).

Issue 3 Safe and Healthy Schools

Description Integral to every child’s education is their social-emotional wellbeing, of which mental and physical health and safety have a primary role. Schools need resources and information to sustain safe, healthy, supportive, and inclusive environments for students, families, and educators.

Solutions:

- 3.1: Support and promote access to nutritious meals and snacks through the USDA Child Nutrition Programs.
- 3.2: Partner with public health agencies to support implementation of health standards in schools.
- 3.3: Support and promote recruitment and retention of school counselors, school psychologists, and school social workers.
- 3.4: Promote and support implementation of Social Emotional Learning competencies.
- 3.5: Implement the recommendations of the School Safety Taskforce.

Issue 4 Strategic Funding

Description The federal government has made historic investment in K-12 education in response to the COVID-19 pandemic. Arizona will oversee four billion dollars in relief and recovery funds for use through September 2024. ADE will provide schools with targeted assistance to maximize availability and use of grant funding to support communities recovering from COVID-19, position our state’s educational system to support student success, and ensure Arizona has a 21stcentury ready workforce.

Solutions:

- 4.1: Provide cross-functional internal leadership and staff development.
- 4.2: Create partnerships and provide guidance to LEAs to support strategic use of funding.
- 4.3: Continue to build agency-wide technical assistance and support systems.
- 4.4: Effectively utilize agency funding to support students, teachers, leaders, families, and communities.

Issue 5 Strategic Data Use

Description The data ADE collects have value beyond the purpose for which they are collected. Through data governance and capacity building, ADE can leverage data to improve outcomes. ADE will collect, create, use and share data strategically in compliance with federal and state law and with consideration of quality, privacy and equity.

Solutions:

- 5.1: Protect student privacy through implementation of best practices in data governance.
- 5.2: Document the scope of data that is collected, stored and reported by ADE.
- 5.3: Facilitate collection of valid and reliable data through data literacy training and technical assistance.
- 5.4: Modernize technology systems for collecting and reporting data.
- 5.5: Make data accessible and usable to staff and public.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	233.0	233.0	233.0
General Fund	7,147,858.0	750,525.9	7,880,513.4
Other Appropriated Funds	1,544,935.5	1,591,283.6	1,639,022.1
Non-Appropriated Funds	19,866.2	20,462.2	21,076.1
Federal Funds	1,706,526.8	1,344,124.7	1,379,653.8

Program Summary

OFFICE OF THE SUPERINTENDENT

Kathy Hoffman, Superintendent of Public Instruction
 Phone: (602) 364-1972
 A.R.S. § Title 15 et seq.

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data-driven best practices.

Description:

Policy Development and Government Relations:

The Policy and Government Relations Office is focused on representing the Superintendent of Public Instruction and the department to all levels of local, state, and federal government. Policy and Government Relations keeps policymakers informed of the Department’s perspective on issues affecting K-12 education, while keeping internal customers informed of what changes are necessary to comply with state or federal policy changes. Policy and Government Relations also develops and disseminates guidance and technical assistance to the department’s external customers as necessary.

Office of Communications:

The Communications Office oversees the Department’s internal and external communications, works closely with the Policy and Government Relations team to message the Department’s policy and program objectives, and assists the Superintendent’s office with support for the Superintendent. To accomplish its objectives, the Communications Office emphasizes and facilitates highly effective communication and collaboration.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,741.4	2,793.4	2,934.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	246.9	228.4	228.4
Total Funding	2,988.3	3,021.8	3,162.9
FTE Positions	20.3	16.3	16.3

◆ **Goal 1** To increase the number of school visits from 14 to 20 each year.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of school visits	0	0	14	20	20

Explanation: New goal and performance measure in FY23.

◆ **Goal 2** To participate in at least two community events each year.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of community events	0	0	0	2	2

Explanation: New goal and performance measure in FY23.

◆ **Goal 3** To ensure at least 67% of agency performance measures are met.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of performance measures met	0	0	*	67	67

Explanation: *New goal and performance measure in FY23.

Program Summary

STATE BOARD OF EDUCATION / VOC AND TECH EDUCATION

Alicia Williams, Executive Director

Phone: (602) 542-5057

Arizona State Constitution, A.R.S. § 15-201-231

Mission:

To aggressively set policies that foster excellence in public education.

Description:

The Arizona State Board of Education (the Board), created by Article 11 of the Arizona Constitution, is responsible for the supervision and regulation of the public school system. The primary powers and duties of the Board are prescribed in A.R.S. § 15-203. For the purposes of federal law, the State Board of Education also serves as the State Board for Vocational and Technological Education.

The Arizona State Board of Education is independent from the Arizona Department of Education. As such, goals and performance measures, for both the State Board of Education and Vocational and Technological Education, are reported in a separate submission.

◆ **Goal 1** To set fair and reasonable policies and standards that foster excellence in public education

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of Arizona high school students who enter 9th grade and graduate within four years	78.19	78**	***	78**	78**

Explanation: The Arizona State Board of Education is independent from the Arizona Department of Education. As such, goals and performance measures, for both the State Board of Education and Vocational and Technological Education, are reported in a separate submission.

Program Summary

ADMINISTRATION

Callie Tyler, Chief of Staff

Phone: (602) 364-1972

A.R.S. § 15-231-15-272, P.L. 107-110

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data-driven best practices.

Description:

The office of Administration provides the support for efficient and effective operations through Business and Finance, Human Resources, and Building Operations. This Program provides the facilities and fiscal management and controls, guidance and supplies necessary to accomplish the daily operations of the Agency. Its duties involve obtaining and managing a competent workforce and ensuring a high level of customer service is provided to assist in accomplishing the overall Agency mission.

This Program Contains the following Subprograms:

- ▶ Business and Finance
- ▶ Information Technology
- ▶ Research and Evaluation
- ▶ Health and Nutrition Services

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	12,158.0	15,851.9	15,257.9
Other Appropriated Funds	221.2	449.5	457.4
Other Non Appropriated Funds	800,726.9	794,027.8	794,027.8
Total Funding	813,106.1	810,329.2	809,743.1
FTE Positions	256.2	265.9	265.9

Subprogram Summary

BUSINESS AND FINANCE

Ross Begnoche, Chief Financial Officer

Phone: (602) 542-7883

A.R.S. § 15-251-15-272, P.L. 107-110

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data-driven best practices.

Description:

The Business and Finance subprogram is responsible for providing financial, procurement, audit, building operations, and human resources services to the Agency. Financial services include budgeting, accounting, grants management, and audit functions. The Grants Management Unit facilitates the pass-through of assistance funds to District and Charter schools. The Audit Unit administers external ADM audits and internal audits. Procurement services include contracts management and purchasing. Building Operations include facilities, print shop, and central mail distribution functions. Human Resource services include personnel functions. These administrative functions are centralized to ensure efficient and effective operational support to the Agency, and consistent application of state, federal and agency rules, regulations, guidelines, and procedures.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,940.4	8,405.0	7,590.7
Other Appropriated Funds	0.0	99.5	99.5
Other Non Appropriated Funds	24,442.6	27,618.5	27,618.5
Total Funding	29,383.0	36,123.0	35,308.7
FTE Positions	152.8	156.5	156.5

- ◆ **Goal 1** To provide ongoing technical assistance to increase the appropriate utilization and draw down of grant funds by LEAs to 90% by June 30, 2023.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Provide quarterly reports to all LEAs showing progress on grant funding draw downs.	0	0	4	4	4
Explanation: New goal and performance measure in FY23.					
Provide quarterly 'office hours' sessions to assist LEAs in processing Reimbursement Requests	0	0	20	8	8
Explanation: New goal and performance measure in FY23.					
Draw down percentage of allocated funds	0	0	79	90	95
Explanation: New goal and performance measure in FY23.					
Conduct training sessions on the fiscal management of grants	0	0	18	30	34
Explanation: New goal and performance measure in FY23.					
Achieve a customer satisfaction rating on all grants trainings of 4.5 (5.0 Scale) in FY23	0	0	4.45	4.5	4.6
Explanation: New goal and performance measure in FY23.					
Schedule State-wide trainings by Federal content experts	0	0	3	5	6
Explanation: New goal and performance measure in FY23.					
Conduct ADM audits to validate funding	0	0	42	42	44
Explanation: New goal and performance measure in FY23.					
Conduct fiscal monitoring reviews on use of funds	0	0	120	168	180
Explanation: New goal and performance measure in FY23.					

- ◆ **Goal 2** To provide financial support to schools by processing LEA payments within five business days by June 30, 2023.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
LEA payments processed within 5 days	0	0	99.5	100	100
Explanation: New goal and performance measure in FY23.					

- ◆ **Goal 3** To improve utilization of procurement best practices to support the effective use of grant funds, through education of agency staff by June 30, 2023.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of agency staff completing Procurement 101 training	0	0	0	90	95
Explanation: New goal and performance measure in FY23.					
Achieve a customer satisfaction rating on all procurement trainings of 4.25 (5.0 Scale)	0	0	4.84	4.35	4.55
Explanation: New goal and performance measure in FY23.					
Reduce RPAs (Request for Purchasing Authority)	0	0	28	16	10
Explanation: New goal and performance measure in FY23.					

Subprogram Summary
INFORMATION TECHNOLOGY
Beth Neeley, Chief Information Officer Phone: (602) 542-9229 A.R.S. § 15-251-15-272, P.L. 107-110

Mission:
To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:
 Information Technology (IT) is a subprogram of the Arizona Department of Education that manages the agency's overall technology management initiatives. Through working with all business units' subject matter experts and leaders, the IT subprogram focuses on internal and external education stakeholder needs and requirements. This subprogram implements established guidelines to ensure data quality and maximize technology resource utilization. The primary activities that IT supports include assisting stakeholders with data collection, data use, data security, data storage, data integration, and reporting. IT offers technical assistance to enable all of Arizona's educational stakeholders to effectively utilize ADE's offered technology services and information and recommends policy changes and additions based on best-in-class technology. Staff collaborates with strategic partners to provide timely technology tools needed to support reporting and decision-making by all education stakeholders (educators, the Arizona legislature, the state government, the federal government, business groups, researchers, parents, etc.), while also providing development and support for the implementation and operations of the Arizona Education Learning and Accountability System (AELAS), the School Finance Payment Systems, and associated subsystems.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	7,140.3	7,360.6	7,580.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,811.3	5,007.4	5,007.4
Total Funding	11,951.6	12,368.0	12,588.3
FTE Positions	33.9	39.1	39.1

◆ **Goal 1** To deliver 14 updated procedures, and standards for critical and prioritized IT policies, including contingency planning and security.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of updated procedures, and standards for critical and prioritized IT policies, including contingency planning and security	0	0	*	14	NA

Explanation: *New goal and performance measure for FY23.

◆ **Goal 2** To establish and update all 5 critical publications for IT operational success, including spend plans, MOAs, team structure and more.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of critical publications established or updated for IT operational success, including spend plans, MOAs, team structure and more.	0	0	*	5	NA

Explanation: *New goal and performance measure in FY23.

◆ **Goal 3** To establish and implement a standard Project Management Life Cycle (PMLC) from 0 to 100%.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of standard Project Management Life Cycle (PMLC) established and implemented.	0	0	*	100	NA

Explanation: *New goal and performance measure in FY23.

Subprogram Summary

RESEARCH AND EVALUATION

Sean Smith, Chief Accountability Officer
 Phone: (602) 364-1983
 A.R.S. § 15-743, 15-746, P.L. 107-110

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:

The ADE Accountability team is responsible for measuring the growth in quality of Arizona schools and districts by producing timely and reliable accountability determinations as required by state and federal law and providing support services to the Agency in the areas of research and data reporting that are aligned with the strategic objectives and mission of ADE divisions and the Agency. The section works closely with Assessments, Data Governance, School Improvement and the State Board of Education in order to accurately label schools in a fair and systematic manner. Staff support schools, districts, and other stakeholders to refine the system as well as utilize data in an appropriate and effective manner.

Accountability staff responds to data questions and provides impact data to the Board. They work closely with the field and IT to ensure data quality and accuracy. This subprogram is also responsible for implementing the state and federal accountability system delivering data, letter grades, and federal determinations to districts and schools through secure web-based applications and reports. Accountability additionally creates and produces data for state and school report cards.

Research services are provided at the request of other Agency programs and include project design, strategies and technical aspects of data collection, primary and secondary data analyses, literature and policy reviews, interpretation of findings, and implementation of findings into practice. Accountability and Research is also primarily responsible for producing publicly available data sets that meet state and Federal privacy laws.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	221.2	350.0	357.9
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	221.2	350.0	357.9
FTE Positions	1.6	1.6	1.6

◆ **Goal 1** To issue on time, valid and reliable measures of school and student performance as required by State and Federal statutes through refinement of code, creating detailed roadmaps, and cross-training analysts.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of code associated with all aspects of State and Federal Accountability and document process refined.	0	0	*	100	NA

Explanation: *New goal and performance measure in FY23.

Percentage of detailed road maps for 100% of indicators of State and Federal Accountability and document process created in FY24.	0	0	*	*	100
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Explanation: *New goal and performance measure in FY23 for completion in FY24.

Percentage of cross training of all analysts for State and Federal Accountability systems and document process implemented in FY25.	0	0	*	*	*
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Explanation: *New goal and performance measure in FY23 targeted for completion in FY25.

Subprogram Summary
HEALTH AND NUTRITION SERVICES
Melissa Conner, Associate Superintendent Phone: (602) 542-8709 Nat. School Lunch and Child Nutrition Acts, P.L. 108-265

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:

The Arizona Department of Education, Health and Nutrition Services (HNS) administers the United States Department of Agriculture Child Nutrition Programs (CNPs). Such programs include the National School Lunch Program (NSLP), School Breakfast Program (SBP), and After School Care Snack Program (ASCSP), Child and Adult Care Food Program (CACFP), CACFP At-Risk Afterschool Meals, Summer Food Service Program (SFSP), and Seamless Summer Option (SSO). Additionally, Health and Nutrition Services administers USDA Foods in Schools and initiatives promoted by USDA such as Farm to CNPs, Fresh Fruit and Vegetable Program, etc.

The HNS team provides training, technical assistance, and conducts monitoring to support access to nutritious meals and improve the health environment of schools, daycare centers, and home-based daycares. Additionally, HNS provides cash assistance and donated foods to child nutrition program operators to then serve nutritionally adequate meals to children in schools, preschools, daycare centers, and homes. Over two-thirds of the children served are low-income, based on free and reduced-income eligibility status. The free and reduced status is based on the federal poverty guidelines and is an indicator of a child's at-risk status. Training, technical assistance, and compliance reviews are conducted to ensure nutrition integrity and fiscal accountability as prescribed by the United States Department of Agriculture.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	77.3	86.3	86.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	771,473.0	761,401.9	761,401.9
Total Funding	771,550.3	761,488.2	761,488.2
FTE Positions	67.9	68.7	68.7

- ◆ **Goal 1** To ensure schools that offer the NSLP expand to offer a breakfast or afterschool meal service during the school year or offer meal service during the following summer.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percentage of schools that offer the NSLP will expand program operations to include breakfast meal service, afterschool meal service and/or summer meal service. Increase	0	0	94	96	98

Explanation: New goal and performance measure in FY23.

Utilization of a GIS Mapper to generate a list of high-need areas to outreach for operating a summer meal program percentage	0	0	100	100	100
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Explanation: New goal and performance measure in FY23.

- ◆ **Goal 2** To ensure program operators menu a variety of fruits and vegetables over a week during lunch meal service.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Number of schools that maintain or increase an average of 6.8 unique fruits per week for lunch meal service.	0	0	*	6.8	7.0

Explanation: *New goal and performance measure in FY23.

Number of schools that maintain or increase an average of 11.2 unique vegetables per week for lunch meal service.	0	0	*	11.2	11.5
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Explanation: *New goal and performance measure in FY23.

Finalize a standardized a nutrition technical assistance program for food service operations.	0	0	25	50	100
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Explanation: New goal and performance measure in FY23.

Percentage of participating community organizations who utilize USDA Department of Defense Fresh Fruit and Vegetable Program entitlement provided for the summer feeding program.	0	0	*	100	100
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Explanation: *New goal and performance measure in FY23.

Generate a Nutrition Trends Report for entities participating in Child and Adult Care Food Program.	0	0	*	*	100
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Explanation: *New goal and performance measure in FY23.

Program Summary

SCHOOL FINANCE

Lyle Friesen, Associate Superintendent

Phone: (602) 542-8250

A.R.S. § 15-185, 15-901-917, 15-941-15-1033, 37-521

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:

School Finance disburses equalization assistance (Basic State Aid) to school districts and charter schools pursuant to a statutory formula, which requires the first portions of school district funding to be generated by a local property tax levy. The equalization formula is designed to provide equitable per-pupil funding among school districts and charter schools for maintenance and operations and certain capital needs. Equalization assistance is based primarily on school districts' and charter schools' student count (known as Average Daily Membership or ADM) in accordance with the formula in statute.

School Finance collects student level data, which becomes the basis for payment of state aid and other monies. This data is also used by many other business areas within the Department of Education. In addition to student data, transportation and employee data is collected. Assistance is provided to districts and charters to ensure accurate data is available for payment and budget analysis purposes.

School Finance 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) Certificates of Educational Convenience (education of children who reside in areas of the state which are not included within an organized school district); (4) Residential and Institutional Vouchers; (5) County Jails and Detention Centers; (6) Juvenile Corrections and Adult Corrections; (7) Classroom Site Fund (additional funds for teacher compensation and other specified purposes); (8) Instructional Improvement Fund (additional funds for teacher compensation and other specified purposes); and (9) County Small Schools Service Program; (10) Proposition 123; (11) Result Based Funding; (12) Unorganized Territory.

School district compliance with statutory expenditure limitations is determined for each school district based on each district's adopted budget. Monthly updates are provided throughout the year. Final compliance testing is performed after the close of the fiscal year, upon the submission of the school districts' Annual Financial Reports.

Additionally, School Finance collects data to meet the reporting requirements for the National Public Education Finance Survey (NPEFS) and the federal Common Core of Data. Data submitted is the basis for determining Arizona's Title I monies, and is used in numerous studies and reports.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	5,361,364.2	6,694,962.7	6,695,060.6
Other Appropriated Funds	309,482.5	328,895.6	328,895.6
Other Non Appropriated Funds	1,205,765.4	1,282,456.2	1,282,456.2
Total Funding	6,876,612.1	8,306,314.5	8,306,412.4
FTE Positions	15.0	15.0	15.0

◆ **Goal 1** To provide timely, transparent payments and related reporting to Arizona education organizations.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of Classroom Site Fund payments made on a monthly basis	100	100	100	100	100
Percent of Instructional Improvement Fund (IIF) payments made on a biannual basis.*	0	0	100	100	100

Explanation: *Fund payments paid biannually, due to small amounts of money available for some quarters.

Number of days to process budget analysis from July 18.	0	0	96	50	50
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Explanation: New performance measure in FY23.

◆ **Goal 2** To facilitate accurate student data collection, ensuring that Arizona education organizations receive all of the state funding to which they are entitled.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
ADM integrity failures as a % of statewide ADM	0	0	.15	.10	.05

Explanation: New goal and performance measure in FY23

Stand up 3 initiatives to ensure LEA's maximize funding according to statute	0	0	*	3	4
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Explanation: *New goal and performance measure in FY23.

Program Summary

HIGHLY EFFECTIVE SCHOOLS

Mike Mannelly, Associate Superintendent

Phone: (602) 542-1556

A.R.S. § 15-531-15-551, 15-704, 15-919-15-920, P.L. 107-110

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:

The Highly Effective Schools (HES) Division, consisting of programmatic overview of Exceptional Student Services (ESS), Adult Education Services (AES), and Nita M. Lowey 21st Century Community Learning Centers (21CCLC), provides funding, technical assistance, and resource coordination to local education agencies and public/private organizations in their administration of preschool through adult programs including before and after school programming and summer programming. HES also provides development opportunities to teachers and administrative professionals and supports local efforts focused on parental and community involvement.

The HES Division is responsible for :

1. Exceptional Student Services (ESS): Serves children with disabilities between the ages of 3 years and 22 years; ensuring that public education agencies in Arizona have special education programs, policies, and procedures that comply with the federal Individuals with Disabilities Education Act (IDEA) and its implementing regulations, and that eligible children and youth with disabilities receive a free appropriate public education (FAPE). Providing professional learning opportunities, providing technical assistance to schools, supporting the needs of families of students with disabilities, monitoring schools for compliance with the regulations that implement the IDEA, and administration of the IDEA Consolidated Entitlement grant (IDEA B 611/619 funds), the State "High Cost Child" fund as well as the state's "Institutional and Residential Voucher" funds.
2. The Nita M. Lowey 21st Century Community Learning Centers (21st CCLC) initiative is the only federally funded source dedicated exclusively to out-of-school-time programs. In Arizona, 21st CCLC programs build and sustain comprehensive out-of-school-time programs that provide high-quality academic enrichment opportunities for students attending high-poverty, low-performing schools. These programs also engage adult family members in meaningful ways to help their children succeed academically.
3. Adult Education Services (AES): Serving Arizona's education community by ensuring adult learners, 16 years of age and older who are not enrolled in a K-12 school, have quality educational opportunities to support employment, job training and higher education aspirations. These services are an integral component of Arizona's statewide workforce system and enable adult learners to acquire the knowledge, skills and credentials necessary for effective participation in society. This is critical in order to grow and develop a skilled workforce to benefit employers and build thriving communities. AES currently supports multiple pathways to a high school equivalency; the traditional GED pathway, the College Credit pathway, and the HSE Plus Career Readiness pathway.

This Program Contains the following Subprograms:

- ▶ Exceptional Student Services
- ▶ School Improvement and Intervention
- ▶ Career and Technical Education
- ▶ Title I
- ▶ Emergent Student Services

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	22,347.3	143,361.6	143,568.6
Other Appropriated Funds	124.5	325.0	325.0
Other Non Appropriated Funds	1,635,589.1	1,648,866.9	1,648,866.9
Total Funding	1,658,060.9	1,792,553.5	1,792,760.5
FTE Positions	298.2	291.8	291.8

Subprogram Summary

EXCEPTIONAL STUDENT SERVICES

Alissa Trollinger, Deputy Associate Superintendent

Phone: (602) 364-4004

A.R.S. §15-236, 15-761-15-774, 15-881, 15-1181-15-1205, IDEA

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data-driven best practices.

Description:

Exceptional Student Services ensures that public education agencies in Arizona have special education programs, policies, and procedures that comply with the federal Individuals with Disabilities Education Act (IDEA) and its implementing regulations, and that eligible children and youth with disabilities receive a free appropriate public education (FAPE). ESS provides professional learning opportunities, provides technical assistance to schools, supports the needs of families of students with disabilities, monitors schools for compliance with the regulations that implement the IDEA, and administers the IDEA Entitlement grant.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	22,347.3	143,361.6	143,568.6
Other Appropriated Funds	124.5	325.0	325.0
Other Non Appropriated Funds	1,635,589.1	1,648,866.9	1,648,866.9
Total Funding	1,658,060.9	1,792,553.5	1,792,760.5
FTE Positions	298.2	291.8	291.8

- ◆ **Goal 1** To increase the percent of youth who are no longer in secondary school, had individualized education programs (IEPs) in effect at the time they left school and were enrolled in higher education or in some other postsecondary education or training program; or competitively employed or in some other employment within one year of leaving high school from 71.80% (baseline year) to 73.6%.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent of secondary students with disabilities engaged in positive post-school outcomes one-year post-school exit.	0	0	*	73	73.6

Explanation: *New goal and performance measure in FY23.

**FY22 Actual data is not available until February 2023."

- ◆ **Goal 2** To provide targeted support to schools for improving outcomes for special populations to increase the performance of State Systemic Improvement Plan (SSIP) students with disabilities in grade 3 on the English Language Arts (ELA) state assessment from 9.58% (baseline) to 11.17%."

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Targeted public education agencies will increase the performance of SSIP students with disabilities in grade 3 on the ELA state assessment.	0	0	*	10.64	11.17

Explanation: *New goal and performance measure in FY23 until February 2023."

**FY22 Actual data is not available

Subprogram Summary

SCHOOL IMPROVEMENT AND INTERVENTION

Devon Isherwood, Deputy Associate Superintendent

Phone: (602) 364-0379

PUBLIC LAW 114-95—DEC. 10, 2015

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:

Description: School Support and Improvement (SSI) provides high-quality technical assistance and professional learning to empower and support schools and LEAs by offering evidence-based practices, equity centered decision-making, and a multitude of resources; training and ongoing support of the Comprehensive Needs Assessment, Root Cause Analysis, and Integrated Action Plan continuous improvement process and implementation; and the opportunity for the co-creation of high expectations and accountability measures. SSI provides support, technical assistance and monitoring through on-site and virtual site visits to federally identified Comprehensive and Targeted Support and Improvement Schools. Through the focus on individual school and LEA specific needs as well as strong, equitable systems of strength-based leadership, instructional infrastructure, school culture and talent management, SSI's system of support builds the capacity of the LEAs/Charter Holders and site leadership to ensure the continuous improvement cycle resulting in increased student outcomes for all students. SSI staff employ evidence-based decision-making providing actionable data to inform the iterative process of continuous improvement planning. SSI provides ELEVATE, an evidence-based, multi-year executive leadership development program.

◆ **Goal 1** To complete all site visits and check-ins as scheduled within a 10% variance.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Comprehensive Support and Improvement (CSI) Site visit calendar/site visit reports within 10% variance	0	0	*	100	100

Explanation: *New goal and performance measure in FY23

Targeted Support and Improvement (TSI) checkpoint calendar/ reports within 10% variance	0	0	*	100	100
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Explanation: *New goal and performance measure in FY23

◆ **Goal 2** To provide LEA and school support resulting in 75% of schools staying current with both implementation of and reimbursement requests for School Improvement funded action steps.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Quarterly reimbursement request reports	0	0	*	75	75
Comprehensive Support and Improvement (CSI) Data reflection Tool (2x/year)	0	0	*	75	75
Targeted Support and Improvement (TSI) Checkpoints (3x/year)	0	0	*	75	75

Explanation: *New goal and performance measure in FY23

Subprogram Summary

CAREER AND TECHNICAL EDUCATION

Cathie Raymond, Deputy Associate Superintendent/State Director

Phone: (602) 364-2211

A.R.S. § 15-781-15-790, P.L. 109-270

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:

The Career and Technical Education (CTE) subprogram at the Arizona Department of Education oversees all State and Federal funding specifically earmarked for all secondary and postsecondary CTE programs designed to prepare individuals for postsecondary education and transition to employment in current or emerging careers. This subprogram directs and is responsible for the quality of all CTE programs under secondary and postsecondary districts and all CTE programs under Career Technical Education Districts (CTED). This includes oversight of over \$32.1 million of Federal Carl Perkins funds and \$11.6 million of State Block Grant funding. The subprogram is responsible for assuring quality and compliance with all associated Federal and State legislation for CTE funding, including budgeting and directing funds to specific programs, providing reports to Federal and State entities, collecting, analyzing, and reporting related data, including performance measures, and establishing fiscal accountability for funds.

The CTE subprogram is also responsible for directing the development and approval of quality CTE programs in 56 program career areas leading to placement of students in postsecondary education and/or into employment. The subprogram directs development of industry validated technical standards which not only meets occupational needs and employability skills but also focuses on related academic skills and standards. The subprogram oversees the development of end-of-program assessments and maintains the assessment management system. Leadership is provided for curriculum, assessment development, dissemination of materials and professional development opportunities, include pedagogy, and articulation of secondary to postsecondary education.

The CTE subprogram directs CTE research and assessment, which supports the need for specific programs, based on Arizona labor market information identifying occupations with high wage, high skill or in demand, and collects, reports and analyzes data for districts and other entities to provide accurate information and industry evaluation for continuous improvement of CTE programs. The CTE subprogram also supports implementation of new and emerging programs such as those in the Science, Technology, Engineering and Math, (STEM) cluster, and the Bioscience areas, based on research in Arizona services workforce strategy by Battelle. The subprogram works with stakeholder groups to establish partnerships with business and industry and workforce development agencies to ensure the CTE programs are preparing students to be college and career ready by having the professional employability skills, technical skills and industry recognized certifications needed for careers leading to economic independence. The subprogram gives direction to identification of priorities, such as specific occupations or work-based learning, to align with labor market and business and industry needs into the future.

The subprogram oversees and conducts all Federal compliance reviews for CTE programs through Office for Civil Rights. The seven co-curricular CTE student organizations, FFA, FCCLA, Educators Rising Arizona, FBLA, DECA, HOSA, and SkillsUSA, also function under this subprogram to provide students with leadership development and community service skills. Technical assistance in implementation and continuous improvement of quality CTE programs including the previously described initiatives is provided to all secondary and postsecondary districts offering approved CTE programs.

- ◆ **Goal 1** To increase and maintain the percent of 12th grade students in the same cohort year who are CTE program concentrators to 38%.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of 12th grade students in the same cohort year who are CTE program concentrators.	0	0	*	38	38

Explanation: New goal and performance measure in FY23
*FY22 Actual data is not available until October 2022

- ◆ **Goal 2** To increase and maintain the percent of Career and Technical Education concentrators who pass a national certification assessment to 38% .

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of CTE program concentrators who earned an industry recognized credential.	0	0	*	36	38

Explanation: New goal and performance measure in FY23
 *FY22 Actual data is not available until October 2022

- ◆ **Goal 3** To increase the number of districts and charters participating in My Future AZ on an annual basis.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of districts participating in My Future AZ annually.	0	0	161	181	201

Explanation: New goal and performance measure in FY23.

Subprogram Summary
TITLE I
Angie Madsen, Deputy Associate Superintendent Phone: (602) 364-1957 P.L. 107-110

Mission:
To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:
 The following programs are included in the ESEA consolidated application and served by this subprogram:

Title I-A Improving the Academic Achievement of the Disadvantaged of the Every Student Succeeds Act (ESSA - signed into law on December 10, 2015, replacing No Child Left Behind) is to “provide all children significant opportunity to receive a fair, equitable, and high-quality education, and to close educational achievement gaps”. Title I provides technical assistance, service, and support to local educational agencies (LEAs) and schools to ensure equitable access to an excellent education for every child.

Title I-D is to improve educational services for children and youth in local, tribal, and state institutions for neglected or delinquent children and youth so that such children and youth have the opportunity to meet the same challenging state academic standards that all children in the state are expected to meet;
 To provide such children and youth with the services needed to make a successful transition from institutionalization to further schooling or employment; and
 To prevent at-risk youth from dropping out of school, and to provide dropouts, and children and youth returning from correctional facilities or institutions for neglected or delinquent children and youth, with a support system to ensure their continued education and the involvement of their families and communities.

Title IV-A Student Support and Academic Enrichment (SSAE) is to improve students’ academic achievement by increasing the capacity of States, local educational agencies, schools, and local communities to provide all students with access to a well-rounded education; including Arts Education, improve school conditions for student learning, and improve the use of technology in order to improve the academic achievement and digital literacy of all students.

Title V-B ,the Rural Education Achievement Program (REAP) is designed to help rural school districts that may lack the personnel and resources to compete effectively for Federal competitive grants and that often receive grant allocations in amounts that are too small to be effective in meeting their intended purposes.

- ◆ **Goal 1** To ensure that all LEAs are providing ESEA compliant programs utilizing funds provided through their ESEA Consolidated Application within a 10% variance.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Maintain a 100% successful completion rate for LEAs in Cycle 4 Programmatic Monitoring within a 10% variance.	0	0	86	100	100

Explanation: New goal and performance measure in FY23

- ◆ **Goal 2** To provide timely and effective professional development to the field to support the programmatic and fiscal implementation of funds provided through the ESEA Consolidated Programs.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Maintain a 4.0 or higher satisfaction rate for professional development opportunities offered to the field.	0	0	3.9	3.9	4.0

Explanation: New goal and performance measure in FY23

- ◆ **Goal 3** To provide accurate and timely grant review, technical assistance and director approval for the ESEA Consolidated Application

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Increase director approval rate of the ESEA Consolidated Application by 5% each year as measured on Sept. 1.	0	0	50	55	60

Explanation: New goal and performance measure in FY23.

Subprogram Summary

EMERGENT STUDENT SERVICES

Lynnann Yazzie, Deputy Associate Superintendent

Phone: (602) 542-5235

A.R.S. § 15-1241, P.L. 89-329, P.L. 101-610, P. L. 107-110

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:

Office of Indian Education (OIE) Impact Statement: In collaboration with Local Education Entities, Tribal Nations and other partners, OIE will ensure the Arizona K-12 education system has a shared responsibility and accountability in creating educational experiences focused on positive outcomes that value the beliefs, traditions, languages and cultures of Indigenous students.

The Office of Indian Education (OIE) administers federal and state programs established to meet the unique educational and cultural needs of Native American students, families, communities, and Tribal Nations. The office implements A.R.S. 15-244, Indian Education Act, by providing outreach to all of the Arizona’s local educational agencies (LEAs) on or near reservations and in urban areas with high populations of American Indian students.

The Johnson-O'Malley Program is authorized by the Johnson-O'Malley Act of 1934 and the implementing regulations are provided in Part 273 of Title 25 of the Code of Federal Regulations. As amended, this Act authorizes contracts for the education of eligible Indian students enrolled in public schools.

Additionally, OIE provides professional learning opportunities, guidance, resources and technical assistance in collaboration with all units at the Arizona Department of Education (ADE) that interface with these LEAs. Conferences and training, as well as parental involvement activities, are also provided onsite and at ADE.

The Deputy Associate Superintendent, for the Office of Indian Education, serves as a liaison between the tribal education departments and the ADE. The Deputy Associate Superintendent works via collaborative partnerships with outside agencies to provide resources for Native American students and facilitates the Superintendent of Public Instruction’s initiatives to benefit the academic achievement and cultural awareness of Arizona’s Indigenous youth.

◆ **Goal 1** To provide professional learning, guidance and support for the field that increases Indigenous student outcomes.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Increase educators participation in ADE-sponsored events to 600 per year.	0	0	400	600	600
Explanation: New goal and performance measure in FY23.					
Conduct collaborative and targeted technical assistance sessions with at least 10 of LEAs to assist with state and federal guidelines.	0	0	*	100	100
Explanation: *New goal and performance measure in FY23.					
Create and Implement a "Culturally Revitalizing and Sustaining Education Framework" (CRSEF). Develop and facilitate professional learning of the CRSEF. Develop CRSEF guidance and resources.	0	0	*	100	NA
Explanation: *New goal and performance measure in FY23.					

◆ **Goal 2** To ensure the efficient and effective use of the Johnson O'Malley Grant Program and federal funds.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of LEAs and tribal nations who engage in the tribal consultation process.	0	0	*	50	50
Explanation: *New goal and performance measure in FY23.					
Develop and implement guidance and professional learning on tribal consultation in accordance with state and federal guidelines.	0	0	*	100	100
Explanation: *New goal and performance measure in FY23.					
Implementation support, coaching and technical assistance internally and externally on tribal consultation in accordance with state and federal guidelines	0	0	*	100	100
Explanation: *New goal and performance measure in FY23.					

Program Summary

HIGHLY EFFECTIVE TEACHERS AND LEADERS

Kelly Koenig, Associate Superintendent

Phone: (602) 364-2811

A.R.S. § 15-531-15-551, 15-919-15-920, P.L. 107-110

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:

The Accountability Section measures performance and quality of Arizona schools, as required by State and/or Federal laws. The section works closely with School Finance, IT, Assessments, and the State Board of Education, in order to accurately label schools in a fair, transparent, and systematic manner. Accountability staff support schools, districts, and other stakeholders through appropriate and effectively reporting student outcome data for over 1 million students enrolled in almost 2000 charter and district schools throughout Arizona.

The purpose of Title I-Improving the Academic Achievement of the Disadvantaged of the Every Student Succeeds Act (ESSA) is to “provide all children significant opportunity to receive a fair, equitable, and high-quality education and to close educational achievement gaps”. Title I provides technical assistance, service and support to local educational agencies (LEAs) and schools to help ensure every child has access to an excellent education.

Effective Teachers and Leaders (Title II-A) is responsible for increasing student academic achievement through strategies to: improve the quality and effectiveness of teachers, principals, and other school leaders; increase the number of teachers, principals, and other school leaders who are effective in improving student academic achievement in schools; and provide low-income and minority students greater access to effective teachers, principals, and other school leaders. Effective Teachers and Leaders staff work closely with Local Educational Agencies (LEAs) to provide guidance, strategies, and resources to:

- Improve the effectiveness of teachers and leaders
- Achieve equitable access to effective teachers
- Support targeted professional development based on identified needs
- Assist with the implementation of the Arizona Framework for Measuring Educator Effectiveness

Title IV-A Student Support and Academic Enrichment (SSAE) is to improve students’ academic achievement by increasing the capacity of States, local educational agencies, schools, and local communities to provide all students with access to a well-rounded education; including Arts Education, improve school conditions for student learning, and improve the use of technology in order to improve the academic achievement and digital literacy of all students.

Support and Innovation seeks to improve LEA and school systems in order to significantly increase and sustain quality outcomes for Arizona students. The unit drives academic reform, promoting systemic change through on-site visits and desktop supports to LEAs and schools as well as a variety of professional learning opportunities. Support and Innovation actualizes systemic change in LEAs and schools by supporting the creation and sustaining of a culture of learning; planning and implementing of evidence-based Integrated Action Plans based on a comprehensive needs assessment and root cause analysis; growth of bold, turnaround leaders who significantly influence student learning, as well as, other aspects of school conditions; an instructional focus with processes and supports for teacher collaboration to constantly improve and refine standards-based, evidence based instructional and assessment practices; and data driven decision making with consistent processes for using data in all decisions as well as to measure both program implementation and student outcomes.

The Certification Unit at the Arizona Department of Education provides services to educators to assist them in obtaining and maintaining their Arizona Educator Certification. Educators are certified in a myriad of areas which include Early Childhood, Elementary, Secondary, CTE, STEM, Arts, Physical Education, Administration, Special Education, Adult Education and others as well as adding approved content areas and endorsements. The unit also assists out-of-state educators in obtaining Arizona Certification as well as supports Human Resource departments through staff training and facilitating on-site certification events to meet the needs of their educators.

This Program Contains the following Subprograms:

- ▶ Office of Arizona Charter Schools Programs (AZCSP)
- ▶ Educator Excellence/Title II - A

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	736.9	679.5	15,829.5
Other Appropriated Funds	1,211.4	2,436.3	2,527.9
Other Non Appropriated Funds	44,307.7	50,017.6	50,017.6
Total Funding	46,256.0	53,133.4	68,375.0
FTE Positions	33.0	36.2	38.2

Subprogram Summary

OFFICE OF ARIZONA CHARTER SCHOOLS PROGRAMS (AZCSP)

Mark Francis, Director
 Phone: (602) 542-4020
 A.R.S. § 15-181-15-189.03

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:

The Arizona Charter Schools Program (AZ CSP) is a competitive start-up grant that supports visionary leaders who will form high quality charter schools focusing on improving the academic outcomes and closing the achievement gaps for all educationally disadvantaged students; and improving educationally disadvantaged high school student achievement and graduation rates.

- ◆ **Goal 1** To ensure high-quality educational choices by increasing school monitoring visits to 40 per year.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of academic and governance monitoring visits conducted.	0	0	48	40	40

Explanation: New goal and performance measure in FY23.

- ◆ **Goal 2** To ensure high-quality educational choices by increasing school governance and monitoring assessment trainings to 240 per year.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Provide Governance and Formative Assessment training for awarded schools.	0	0	240	240	240

Explanation: New goal and performance measure in FY23.

Subprogram Summary

EDUCATOR EXCELLENCE/TITLE II - A

Bruce Duplanty, Deputy Associate Superintendent

Phone: (602) 364-2348

A.R.S. § 15-531-15-551, 15-919-15-920, P.L. 107-110

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:

The Educator Preparation and Certification Section, within the Student Achievement and Educator Excellence Division consists of the following units: Educator Preparation, Educator Recruitment & Retention and Certification.

The unit is responsible for overseeing the implementation of ESSA federal legislation for achieving the goal of having an effective teacher in every classroom, achieving equitable access to effective teachers, working collaboratively with stakeholders and Institutions of Higher Education to design and implement a rigorous professional preparation program approval process and rigorous educator assessments based on the AZ professional educator standards.

The ERR Unit is responsible for supporting the field in educator recruitment and retention, applying state statute and Board rule in Educator Preparation Program approval, and facilitating professional learning to promote the efficacy of educator leadership to, in turn, impact the recruitment and retention of educators. This unit support educator recruitment and retention through:

- Developing research-based toolkits and resources to collaboratively advocate for the needs of educators and students at a community and statewide level.
- Providing effective professional learning and development that is culturally responsive and honors educators as experts by being differentiated to their unique needs.
- Building and supporting pathways for leadership that meet the needs of students and the local education system; and elevates student achievement as well as educator efficacy.
- Establishing effective systems and pathways to recruit and retain education professionals, prioritizing those from underrepresented backgrounds and experiences.
- Ensuring education professionals enter the workforce with appropriate resources and preparation, which includes culturally responsive and social-emotional training.

The Certification unit certifies teachers, administrators, speech language pathologists, speech language technicians, school psychologists, and guidance counselors. The unit provides technical assistance regarding certification statutes and state board rules to the field in the form of on-site visits, phone calls, counter service and e-mails. The Certification unit also implements new certification rules that have been created through legislation and State Board rule. The Unit is responsible for timely and accurate advisement when communicating with the applicants, LEAs, EPPs and the public. The Unit also focuses on processing applications quickly while maintaining accuracy during the evaluation process to meet the needs of LEAs to have appropriately certified educators in their classrooms.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	736.9	679.5	15,829.5
Other Appropriated Funds	1,211.4	2,436.3	2,527.9
Other Non Appropriated Funds	44,307.7	50,017.6	50,017.6
Total Funding	46,256.0	53,133.4	68,375.0
FTE Positions	33.0	36.2	38.2

◆ **Goal 1** To provide timely and reliable customer service.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
During non-peak time, October through May, reduce the average processing days for certification evaluation services completed.	0	0	10	9.8	9.6

Explanation: New goal and performance measure in FY23.

Facilitate quarterly communication with stakeholders regarding certification changes and updates.	0	0	3	4	4
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Explanation: New goal and performance measure in FY23.

◆ **Goal 2** To provide support to education leaders through various academies (SOPA, Principals' Academy, Teacher Leader) to increase knowledge of research-based practices that sustain a positive culture of learning and support to influence recruitment and retention.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Increase LEA participants at each academy to 15 per year.	0	0	8	10	15

Explanation: New goal and performance measure in FY23.

◆ **Goal 3** To expand the Repository on the Recruitment and Retention website by providing updated resources for current trends in Recruitment and Retention in the areas of Data, Research/Best Practices, Educator Diversity, Resources/Toolkits, and Workgroups/Organizations.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Create internal and external reporting tool that provides basic workforce data from ADE systems.	0	0	*	*	100

Explanation: New goal and performance measure in FY23.

Create at least 2 data reports to education stakeholders that provide workforce information.	0	0	*	100	NA
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Explanation: *New goal and performance measure in FY23.

◆ **Goal 4** To maintain and build connections with stakeholders (such as ASPAA, PPB, TREC, CCSO, RELWest, local external education organizations) through presentations, assistance, and outreach opportunities to support and stay current on local, state, and national trends and issues.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Develop and maintain connections with at least 5 stakeholder groups.	0	0	4	5	5

Explanation: New goal and performance measure in FY23.

Program Summary

HIGH ACADEMIC STANDARDS FOR STUDENTS

Felicia Durden, Associate Superintendent

Phone: (602) 542-9689

A.R.S. § 15-241, 15-751-756.01-.13, 15-910, 41-1279.03, P.L. 107-110

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:

The High Academic Standards program provides leadership in the development of academic standards for Early Childhood, K-12 content areas, and Career and Technical Education, along with ongoing support for the effective implementation of these standards at the local level. The content experts within the subprograms provide guidance documents, professional learning, and technical assistance to Arizona educators to ensure that educators have the necessary information to provide effective instruction. The High Academic Standards program provides support specifically to educators and classrooms providing instruction to K-12 students, students transitioning to post-secondary education and certification, and young students ages birth-8 in early education programs, as well as providing career and technical education services to high school students and community colleges.

Additionally, the High Academic Standards for Students team oversees the Arizona Charter School Program, which helps to build systems for effective instruction in new charter schools across the state, and the School Safety & Social Wellness office is to help educators in providing for the emotional, mental, and physical health and safety needs of students.

This Program Contains the following Subprograms:

- ▶ Early Childhood
- ▶ Title III - OELAS

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	24,819.0	30,974.7	31,353.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	39,254.7	44,457.1	44,457.1
Total Funding	64,073.7	75,431.8	75,810.1
FTE Positions	33.9	62.2	63.2

Subprogram Summary

EARLY CHILDHOOD

Sean Ross, Deputy Associate Superintendent

Phone: (602) 542-5342

A.R.S. § 15-715, 15-771, 15-901.02, 15-1251, P.L. 107-110

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:

The Early Childhood Education section provides professional support and technical assistance to Arizona’s early childhood educators. The Early Childhood Education unit participates in multiple partnerships designed to create quality learning environments and opportunities for young children. Specifically, this section focuses on programs that include Head Start programs, Title I preschools, and other state and federally funded preschool programs. Content specialists in this section also provide professional development support to LEAs with kindergarten through grade three programs. The Early Childhood Education section supports school readiness and early learning success by encouraging the implementation of high-quality program guidelines and educational standards. Local community programs are provided access to resources, on-site support, funding, and opportunities for professional development to promote developmentally appropriate learning environments.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	24,819.0	30,974.7	31,353.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	16,426.6	14,160.8	14,160.8
Total Funding	41,245.6	45,135.5	45,513.8
FTE Positions	15.6	30.2	31.2

- ◆ **Goal 1** To improve the effectiveness of standards based teaching and learning in early childhood education through increasing and maintaining the participation in trainings and professional development opportunities provided the Department to 1,000 per year.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Arizona educators who have attended ADE-sponsored early childhood professional development.	0	0	4,492	1,000	1,000

Explanation: New goal and performance measure for FY23.

- ◆ **Goal 2** To improve the effectiveness of standards based teaching and learning in early childhood education through increasing virtual and in-person monitoring visits conducted by the Department to 30 per year.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of monitoring visits (virtual and inperson) of early childhood programs to support the implementation of best practices in early childhood education.	0	0	*	30	30

Explanation: New goal and performance measure in FY23

Subprogram Summary

TITLE III - OELAS

Stephania Lenzi, Deputy Associate Superintendent

Phone: (602) 542-7463

A.R.S. § 15-241, 15-751-756.01-.13, 15-910, 41-1279.03, P.L. 107-110

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:

The Office of English Language Acquisition Services (OELAS) was formally established on September 21, 2006, pursuant to A.R.S 15-756.07. This subprogram is authorized under the federal Every Student Succeeds Act of 2015 (ESSA) and the federal Civil Rights Act to provide technical assistance to local educational agencies for their English Language Learner (ELL) students. In addition, pursuant to A.R.S. § 15-751 through A.R.S. § 15-756.01, each school with enrolled ELL students must provide programs that allow these students to develop their skills in the English language and to give them the opportunity to meet Arizona Academic Standards.

OELAS:

The assistance the subprogram provides to LEAs consists of the following:

- 1 - Providing notification to local educational agencies of their requirements/responsibilities for compliance under federal and state statutes;
- 2 - Providing notification to local educational agencies of their requirements/responsibilities in regards to Arizona Department of Education policy and as described under the Flores lawsuit;
- 3 - Providing methods/technical assistance to local education agencies for identifying, assessing, reassessing, reclassifying, and reporting on ELL students;
- 4 - Providing information, materials, resources, and strategies for Structured English Language Immersion models; and
- 5 - Providing professional learning opportunities for teachers and administrators to ensure ELL student attainment of English language proficiency and academic achievement through the use of Structured English Language Immersion (SEI) models, Title III funding, and providing technical assistance for SEI budget calculation and submission;
- 6 - Review and approve continuous improvement plans in ALEAT to ensure required Title III components have been addressed;
- 7 - Review and recommend for Arizona State Board approval of SEI Endorsement Coursework.

Migrant Education:

The Migrant Education Program is a federally funded, state-operated program under the Elementary and secondary Education Act (ESEA) that provides supplemental program services to the children, ages 3 through 21, of seasonal or temporary agricultural workers. In Arizona, the program delivers services primarily through local educational agencies (LEAs) that design programs to meet the unserved needs of children residing in their area. To facilitate broader services, some provisions are delivered through statewide models which, in particular, are designed to meet the credit accrual and informational needs for students.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,082.0	14,969.9	14,969.9
Total Funding	9,082.0	14,969.9	14,969.9
FTE Positions	6.5	8.3	8.3

◆ **Goal 1** To increase the number of educators who have attended ADE-sponsored events to 1,000 per year.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of educators who have attended ADE-sponsored events	0	0	800	900	1,000

Explanation: New goal and performance measure in FY23.

- ◆ **Goal 2** To conduct collaborative, targeted technical assistance focused on state and federal guidelines to at least 100 LEAs in the monitoring process to assist with compliance with state and federal guidelines.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of LEAs that participated in technical assistance	0	0	133	100	100

Explanation: New goal and performance measure in FY23.

- ◆ **Goal 3** To support LEAs and Charter Schools in addressing the special educational needs of migratory children to better enable them to succeed academically.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Increase the percentage of LEAs meeting the requirements of the Service Delivery Plan.	0	0	80	90	100

Explanation: New goal and performance measure in FY23.

- ◆ **Goal 4** To ensure the efficient and effective allocation of Title III and Migrant Education Program Federal and State funds to LEAs and Charter schools, ensure 100% participation by required programs in ADE sponsored events.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of LEAs who have attended ADE-sponsored events from each of the participating programs.	0	0	100	100	100

Explanation: New goal and performance measure in FY23.

Program Summary

ACCOUNTABILITY AND ASSESSMENT

Kelly Koenig, Associate Superintendent

Phone: (602) 364-2811

A.R.S. § 15-241, 15-741-15-747, 15-809, P.L. 107-110

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:

The Assessment program focuses on improving student achievement through development and administration of valid and reliable assessments and reporting academic outcomes in order to make informed decisions about students, classroom practice, schools, and districts in Arizona.

The Accountability Section measures performance and quality of Arizona schools, as required by State and/or Federal laws. The section works closely with School Finance, IT, Assessments, and the State Board of Education, in order to accurately label schools in a fair, transparent, and systematic manner. Accountability staff support schools, districts, and other stakeholders through appropriate and effectively reporting student outcome data for over 1 million students enrolled in almost 2000 charter and district schools throughout Arizona.

The purpose of Title I-Improving the Academic Achievement of the Disadvantaged of the Every Student Succeeds Act (ESSA) is to “provide all children significant opportunity to receive a fair, equitable, and high-quality education and to close educational achievement gaps”. Title I provides technical assistance, service and support to local educational agencies (LEAs) and schools to help ensure every child has access to an excellent education.

Effective Teachers and Leaders (Title II-A) is responsible for increasing student academic achievement through strategies to: improve the quality and effectiveness of teachers, principals, and other school leaders; increase the number of teachers, principals, and other school leaders who are effective in improving student academic achievement in schools; and provide low-income and minority students greater access to effective teachers, principals, and other school leaders. Effective Teachers and Leaders staff work closely with Local Educational Agencies (LEAs) to provide guidance, strategies, and resources to:

- Improve the effectiveness of teachers and leaders
- Achieve equitable access to effective teachers
- Support targeted professional development based on identified needs
- Assist with the implementation of the Arizona Framework for Measuring Educator Effectiveness

Title IV-A Student Support and Academic Enrichment (SSAE) is to improve students’ academic achievement by increasing the capacity of States, local educational agencies, schools, and local communities to provide all students with access to a well-rounded education; including Arts Education, improve school conditions for student learning, and improve the use of technology in order to improve the academic achievement and digital literacy of all students.

Support and Innovation seeks to improve LEA and school systems in order to significantly increase and sustain quality outcomes for Arizona students. The unit drives academic reform, promoting systemic change through on-site visits and desktop supports to LEAs and schools as well as a variety of professional learning opportunities. Support and Innovation actualizes systemic change in LEAs and schools by supporting the creation and sustaining of a culture of learning; planning and implementing of evidence-based Integrated Action Plans based on a comprehensive needs assessment and root cause analysis; growth of bold, turnaround leaders who significantly influence student learning, as well as other aspects of school conditions; an instructional focus with processes and supports for teacher collaboration to constantly improve and refine standards-based, evidence based instructional and assessment practices; and data driven decision making with consistent processes for using data in all decisions as well as to measure both program implementation and student outcomes.

The Certification Unit at the Arizona Department of Education provides services to educators to assist them in obtaining and maintaining their Arizona Educator Certification. Educators are certified in a myriad of areas which include Early Childhood, Elementary, Secondary, CTE, STEM, Arts, Physical Education, Administration, Special Education, Adult Education and others as well as adding approved content areas and endorsements. The unit also assists out-of-state educators in obtaining Arizona Certification as well as supports Human Resource departments through staff training and facilitating on-site certification events to meet the needs of their educators.

This Program Contains the following Subprograms:

- ▶ Assessment
- ▶ Adult Education

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	19,385.2	35,270.5	35,311.4
Other Appropriated Funds	0.0	7,000.0	7,000.0
Other Non Appropriated Funds	31,489.0	33,856.6	33,856.6
Total Funding	50,874.2	76,127.1	76,168.0
FTE Positions	69.2	63.5	63.5

Subprogram Summary

ASSESSMENT

Audra Ahumada, Deputy Associate Superintendent
Phone: (602) 542-5450
A.R.S. § 15-741 - 15-742, P. L. 107-110

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data- driven best practices.

Description:

The Assessment Section develops, administers, and provides score reports for statewide assessments that meet both state and federal statutory requirements for student assessment. The assessments are developed in collaboration with Arizona educators, following nationally accepted scientific- based methods to produce valid and reliable assessments. The Assessment Section also creates support materials to help educators, parents, and students understand and prepare for these statewide assessments. The Assessment Section is responsible for:

- AASA and AZSCI which are statewide academic assessments that measure student proficiency of the Arizona content standards.
- MSAA (ELA, Math and Science) which are statewide academic assessments for students with significant cognitive disabilities.
- AZELLA which measures English language proficiency of students identified as second language learners and determines placement for appropriate instruction.

In addition, the Assessment Section supports the administration of National Assessment of Educational Progress (NAEP) and the international assessments PIRLS, PISA, and TIMSS. These assessments are given to small samples of Arizona students.

The Assessment Section collaborates closely with numerous other sections within ADE: Accountability, K-12 Standards, Office of English Language Acquisition Services (OELAS), Exceptional Student Services (ESS), and Informational Technology (IT).

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	14,523.3	13,777.1	13,792.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	12,629.3	12,248.2	12,248.2
Total Funding	27,152.6	26,025.3	26,040.5
FTE Positions	26.2	27.8	27.8

◆ **Goal 1** To ensure response time to LEAs during open test administration windows is timely and accurate.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
100% of emails responded to within 24 hours with a 10% variance.	0	0	95	100	100

Explanation: New goal and performance measure in FY23.

◆ **Goal 2** To ensure valid and reliable assessments are administered annually.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Decrease number of reported test irregularities by 5% annually.	0	0	600	570	540

Explanation: New goal and performance measure in FY23.

◆ **Goal 3** To provide timely and effective professional development to the field to support successful test administration.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Maintain a 4.0 or higher satisfaction rate for professional development opportunities offered to the field.	0	0	*	3.5	4

Explanation: *New goal and performance measure in FY23.

Subprogram Summary

ADULT EDUCATION

Sheryl Hart, Deputy Associate Superintendent
 Phone: (602) 364-2707
 A.R.S. § 15-234, 15-702, P.L. 105-220

Mission:

To advance equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data-driven best practices.

Description:

The Adult Education subprogram provides adult learners who are at least 16 years of age, legally present in the United States, and not currently enrolled in the public K-12 school system, access to quality educational opportunities that will support them in their employment, job training, and higher education aspirations. This subprogram also assists adult learners in acquiring the knowledge and skills necessary for effective participation in society.

Adult Education, one of four core programs authorized under the Workforce Innovation & Opportunity Act (WIOA), coordinates with Workforce Development, Employment Services, and Vocational Rehabilitation Services to provide learner-centered instruction below post-secondary levels to adult learners in one or more of the following areas: 1) English Language Acquisition, 2) Adult Basic Education, 3) Adult Secondary Education, including preparation for testing to obtain a High School Equivalency diploma, 4) Integrated Education & Training programs to earn industry recognized credentials, 5) Civics engagement, and 6) Workforce preparation skills, including digital literacy skills.

Funding:	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
General Fund	4,861.9	21,493.4	21,519.1
Other Appropriated Funds	0.0	7,000.0	7,000.0
Other Non Appropriated Funds	18,859.7	21,608.4	21,608.4
Total Funding	23,721.6	50,101.8	50,127.5
FTE Positions	43.0	35.7	35.7

- ◆ **Goal 1** To increase academic achievement of adult education students enrolled in WIOA Title II program by two grade levels or more to 51%*."

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of learners age 16 and over enrolled in the WIOA Title II program increasing academic skills by two or more grade levels as measured by standardized assessments.*	0	0	35**	42***	43***

Explanation: *New goal and performance measure in FY23.

- ◆ **Goal 2** To increase the percentage of adult learners earning a High School Equivalency (HSE) diploma to 9.75% or higher.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of learners age 16 and over participating in WIOA adult education services achieving their goal of earning a High School Equivalency diploma.*	0	0	7.46**	10	12

Explanation: *New goal and performance measures in FY23.

- ◆ **Goal 3** To increase the percent of enrolled Integrated Education & Training (IET) students earning an Industry Recognized Credential (IRC) to 35%.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of Integrated Education & Training (IET) students earning an Industry Recognized Credential (IRC)*	0	0	28**	30	35

Explanation: *New goal and performance measure in FY23.

Agency Summary

DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS

Major General Kerry L. Muehlenbeck, The Adjutant General

Phone: (602) 267-2710

Arizona Constitution Article XVI; A.R.S. Title 26

Mission:

To provide military and emergency management capabilities to the citizens of Arizona and the nation.

Description:

The Arizona Department of Emergency and Military Affairs (DEMA) is administered and controlled by the Governor and headed by the Adjutant General as Military Chief of Staff and agency Director.

The Department consists of the Army National Guard, Air National Guard, Joint Task Force-AZ, Division of Emergency Management, and Division of Administrative Services. Collectively these components provide military and emergency management capabilities and services to the citizens of Arizona in three distinct levels: community, State, and federal.

These components utilize state and federal resources to perform homeland defense and emergency management activities to protect the citizens of Arizona, provide trained military units in support of civil authorities for domestic emergencies, and support federal combatant commanders for national defense and homeland security missions.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ ADMINISTRATION	3,049.7	6,024.2	4,345.7
➤ EMERGENCY MANAGEMENT	83,160.4	344,959.1	100,944.3
➤ MILITARY AFFAIRS	20,354.8	41,166.0	23,052.2
Agency Total:	106,564.9	392,149.3	128,342.2
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	11,007.6	29,607.2	17,833.2
Other Appropriated Funds	2,652.5	1,987.4	1,987.4
Other Non Appropriated Funds	92,904.8	360,554.7	108,521.6
Total Funding	106,564.9	392,149.3	128,342.2
FTE Positions	471.6	471.6	471.6

Vision: The nation’s premier agency capable of responding to local, state and federal missions.

Mission: Provide military and emergency management capabilities to the citizens of Arizona and the nation.

Agency Description: The Arizona Department of Emergency and Military Affairs (DEMA) is administered and controlled by the Governor and headed by the Adjutant General as Military Chief of Staff and agency Director.

The Department consists of the Army National Guard, Air National Guard, Joint Task Force-AZ, Division of Emergency Management, and Division of Administrative Services. Collectively these components provide military and emergency management capabilities and services to the citizens of Arizona in three distinct levels: community, state, and federal.

These components utilize state and federal resources to perform homeland defense and emergency management activities to protect the citizens of Arizona, provide trained military units in support of civil authorities for domestic emergencies, and support federal combatant commanders for national defense and homeland security missions.

Executive Summary: DEMA is the only state agency directly controlled by the Governor per state constitution and statute. DEMA supports the Governor’s priority of Protecting our Communities by ensuring the state’s military forces and emergency management capabilities are ready and able to respond at a moment’s notice. DEMA continues to be the proven choice for the warfight, the first choice for homeland response, and the enduring choice for fostering strong partnerships both at home and abroad.

To maintain these capabilities, DEMA’s strategic plan focuses on manning and developing our Arizona National Guard and civilian workforce, sustaining our readiness-generating infrastructure, improving the state’s ability to jointly respond to disaster, and further integrating National Guard capabilities into state government to support the Governor and our public safety partners. Our efforts and desire for growth encompass a commitment to more effectively serve domestic and international missions, as well as increase opportunities for Arizonans to serve their state/country closer to home as a way to strengthen a collective commitment to public service and good citizenship.

The challenges we face in achieving our goals include recruiting and retaining Citizen Soldiers and Airmen as well as our civilian workforce in a robust economy with competition for the same talent coming from other entities (federal Armed Forces, other states’ National Guards, and the public and private sectors) which often provide better incentives/benefits than we are currently able to offer. To more effectively staff and develop the agency, we will need to make progress in additional state investment in infrastructure and human capital.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Advance state all-hazard response to planned and unplanned events	2018	Acquired a federal Disaster Declaration for northern Arizona flooding, co-managed a \$100M fund to support recovery from wildfires and post-fire flooding, managed a \$55M fund for southern border initiatives, to include coordinating bus and barrier missions to mitigate immigration issues impacting the state and local communities.
2	Build a ready and able force of soldiers, airmen, and civilians to support state missions and federal contingency operations	2018	Army NG: 94.2% of authorized end-strength Air NG: 96.1% of authorized end-strength; 162WG/214ATKG delivered hi-def MQ-9 live-fly video to SEOC Began Purple Resolve implementation with train-the-trainer courses.
3	Enhance Public Safety through further integration of DEMA resources into state government	2018	JTF-AZ: Cyber vulnerabilities scans of 17 state agencies and 5 incident responses, saving the State an estimated \$5M. Mobilized 250 National Guard Members to support 18 state and local law enforcement agencies performing 64 different mission sets – fulfilling every resource request received in response to impacts from increased migration along the southwest border.
4	Secure additional mission sets relevant to state and national needs	2019	Army NG gained Tactical Unmanned Aircraft (TUAS) Force Structure 161ARW: Secured lease extension and base expansion Letter of Intent from City of Phoenix 162WG: Taiwan AF Beddown: Facility and Manpower requirements finalized (\$35M in related construction, +186 manpower positions), MSA Land Acquisition funded (FFY22, \$1.9M) JTF-AZ State Partnership Program applied for selection as Oman’s state partner.

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Develop capabilities related to physical infrastructure and technology to prepare for and respond to emergencies in Arizona.	<ul style="list-style-type: none"> • Percent of completion for construction of new State Emergency Operations Center (SEOC) • Percent of WebEOC Platform integration to include logistical tracking component • Avg days to distribute Border Security Fund 	<ul style="list-style-type: none"> • Complete scope of work and contract for SEOC construction project. • Complete WebEOC design and determine feasibility of logistical function of the systems tracking software and acquire funding to implement. • Prepare for new FEMA mitigation grant program guidance (STORM Act, etc) • Continue to support partners dealing with border-related impacts.
2	Uniformed Members: Army National Guard (ARNG): Meet or exceed 100% end-strength goal Complete DoD objectives for ARNG Readiness Center construction Grow ARNG aviation opportunities	<ul style="list-style-type: none"> • End-strength percent • Percent of Southeastern Arizona Regional Readiness Center construction milestones completed on time • Percent of Surprise Readiness Center construction milestones completed on time • Percent completion of Public/Private Partnership to support aviation opportunities 	<ul style="list-style-type: none"> • Implement changes to federal Retention Incentives Program and the State Tuition Reimbursement program to improve End-strength. • Secure Additional Force Structure to include additional aviation capacity • Upgrading Training Ranges for new training requirements • Ground-breaking ceremony scheduled October 2022 for SE AZ Regional Readiness Center • Receive design authority, select A&E firm, begin biological and archaeological surveys for Surprise Readiness Center
	Air National Guard (ANG): Meet 100% end-strength goal	<ul style="list-style-type: none"> • End-strength percent 	<ul style="list-style-type: none"> • 161ARW: Increase recruiting in preparation for expanded capability <ul style="list-style-type: none"> - Maximize support to local/state military refueling training requests - Fly all budgeted flying hours in FY23 • 162WG: Target recruiting career fields with critical manning <ul style="list-style-type: none"> - Conduct manning meetings with units to collaborate on meeting end-strength - Re-assign Recruiting assets to broaden reach state-wide
	Non-Uniformed Members: Improve Employee Satisfaction	<ul style="list-style-type: none"> • Number of ideas implemented to improve job satisfaction 	<ul style="list-style-type: none"> • Implement ideas to improve job satisfaction based on feedback from 2022 Employee Engagement Survey
	All Members: Implement Purple Resolve	<ul style="list-style-type: none"> • Percent of course completion by members (<i>Breakthrough Project</i>) 	<ul style="list-style-type: none"> • Continue Train the Trainer courses • Begin trainings for members throughout the year and around the state
3	Joint Task Force-AZ (JTF-AZ): Maximize support to stakeholders and partner agencies <i>Cyber Joint Task Force (CJTF)</i> <i>Counterdrug Task Force (CDTF)</i> <i>National Guard Civil Support (NGCS)</i>	<ul style="list-style-type: none"> • CJTF: Readiness and capacity to respond to a state cyber event • CDTF: Number of engagements to reduce demand • CDTF: Number of drug prevention coalitions • CST: Readiness level for NGCS Support • NGCS: Percent of valid and actionable requests to a declared response 	CJTF: Build CJTF relationships with AZ agencies, internship and partner with ASU to conduct Cyber TTX, and create and recruit civilian cyber reservists. CDTF: Develop overdose decedent location map. Pursue law enforcement partnerships with a stronger drug focus to increase illicit drug seizures. CST: Strengthen and build inter-agency partnerships w/ civil authorities and regional partners to educate and strengthen combined response capabilities. Conduct planning and provide CST support at planned events ISO civil authorities. NGCS: Maximize support to requests from federal, state, tribal and local agencies.
4	Secure steps and commitments for future missions relevant to state and national needs <i>Air National Guard (ANG)</i> <i>Army National Guard (ARNG)</i> <i>Joint Task Force (JTF-AZ)</i>	ANG 162WG percent completion of: <ul style="list-style-type: none"> - Taiwan relocation facility/manpower actions - Main Gate land acquisition/construction - MSA land acquisition/design JTF-AZ percent completion of: <ul style="list-style-type: none"> - Requirements if selected for State Partnership Program w/ Oman 	161ARW: Seek additional KC-135s to support regional refueling need; Prep for potential KC-46 site visit in Fall 2022 to support future KC-46 basing decision. 162WG: Explore options to secure 4.5/5th Generation fighter pilot training or operational squadron; Facility renovation/manpower transition to meet Taiwan Air Force arrival timelines; Main Gate/Munitions Storage Area Land Acquisition ARNG: Continue to complete requisite work for new mission JTF-AZ: Complete State Partnership Program requirements for additional partner.

Program Summary

ADMINISTRATION

Brigadier General Christopher S. Sandison, Deputy Adjutant General
 Phone: (602) 267-2721
 A.R.S. § 26-102(C)(8)

Mission:

To provide leadership and support resources to all elements of the Department.

Description:

The Division of Administrative Services is a diverse entity within the Department of Emergency and Military Affairs (DEMA) that bears the unique responsibility of overseeing and supporting administrative activities throughout DEMA. Made up of a diverse mix of Soldiers, Airmen, state and federal employees, the Division of Administrative Services umbrella covers a multitude of organizations that contribute to the overall success of the DEMA mission.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,424.0	2,648.0	2,648.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,625.7	3,376.2	1,697.7
Total Funding	3,049.7	6,024.2	4,345.7
FTE Positions	35.0	35.0	35.0

◆ **Goal 1** To fund state-only projects that support National Guard Readiness.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Implement Coconino County JLUS recommendations and complete feasibility study to identify compatible development opportunities for future business or public/private partnerships at Camp Navajo.	1	1	1	1	0

◆ **Goal 2** To analyze workplace attrition in the agency, specifically within Emergency Management.

◆ **Goal 3** To implement ideas to improve employee satisfaction.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Implement non-salary related ideas to improve employee satisfaction and morale.	0	2	2	2	2

◆ **Goal 4** To implement the Purple Resolve program.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of members trained by month with the goal of hitting 16% of the formation (~1,300 key influencers) by Dec 2024.	0	0	0	300	720

Program Summary

EMERGENCY MANAGEMENT

Allen Clark, Director
Phone: (602) 464-6379
A.R.S. § 26-301 et seq.

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 Division of Emergency Management directs and coordinates a statewide Comprehensive Emergency Management program to minimize personal and property losses from natural and human-caused disasters. This is accomplished through numerous preparedness, response, recovery, and mitigation activities and programs. The Division is organized along functional and statutory lines into three sections: Preparedness, Operations and Coordination, and Grant Administration.

This Program Contains the following Subprograms:

- ▶ Mitigation and Preparedness
- ▶ Response and Recovery

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,370.1	20,537.5	8,148.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	79,790.3	324,421.6	92,795.8
Total Funding	83,160.4	344,959.1	100,944.3
FTE Positions	371.0	371.0	371.0

Subprogram Summary

MITIGATION AND PREPAREDNESS

Ericka Wilkerson, Assistant Director
Phone: (602) 464-6308
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 Preparedness element is managed by the Preparedness Section and 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.

The Mitigation element integrates several funding programs managed by the Grant Administration Section 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.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,364.5	20,537.5	8,148.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	71,346.1	314,873.5	63,859.2
Total Funding	74,710.6	335,411.0	72,007.7
FTE Positions	295.0	295.0	295.0

◆ **Goal 1** To reduce loss of life and loss of property from all hazards.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Emergency Management Performance Grant (EMPG) Application Approval (days)	37	35	67.2	45	45
Percent of cabinet-level agencies that have reviewed and updated their COOP plan w/ DEMA	0	0	75	100	100
State agencies, boards, and commissions who have been contacted by DEMA regarding current status and approval date of their COOP plans, to be followed by development of COOP update engagement plan to reflect changes/lessons-learned from COVID-19 state health emergency.	0	35	27	60	120

Subprogram Summary

RESPONSE AND RECOVERY

Lawrence "Butch" Wise, Assistant Director
 Phone: (602) 464-6350
 A.R.S. § 26-306

Mission:

To coordinate the actions of federal, state and local jurisdictions to respond to and recover from disasters.

Description:

The Operations and Coordination Section, divided into Response, Recovery, and Logistics, is responsible for the timely analysis of natural and human-caused hazards, recovery operations, and regional coordination support during emergency events. Operations and Coordination Section provides real-time awareness and monitoring of incidents and response activities within the State of Arizona and FEMA Region IX, coordinates activities related to recovery operations, and provides regional liaisons to our county partners.

The Grant Administration Section oversees the administration of several state and federal grants the Division receives to enhance emergency management capabilities throughout the state. The grants cover a wide range of activities, including training, exercises, planning, mitigation projects, infrastructure repairs, and emergency response and recovery efforts. As part of the administration of these grants, DEMA offers information, technical assistance, and guidance on the grant processes, as well as develop policy for state-specific application, reporting, and reimbursement policies.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	5.6	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,444.2	9,548.1	28,936.6
Total Funding	8,449.8	9,548.1	28,936.6
FTE Positions	76.0	76.0	76.0

◆ **Goal 1** To reduce human suffering during disasters and enhance community recovery after disaster strikes.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Months to award/obligate fifty percent (50%) of Public Assistance Project Worksheets (PWs) following a Governor's Disaster Declaration.	10.76	10	10.18	10	10
Identify a logistical system that that tracks personal protective equipment and other resources from receipt by the state to final use to support distro/audit.	0	100	100	100	0
Identify stakeholders and funding sources to evaluate current facilities and their capability knowing that emergency operation centers must stay "active" even with a social distancing requirement.	0	100	100	0	0
Procurement and selection of Architectural Firm and Detailed Design Plans Creation for State EOC following JCCR approval. Begin construction in FY24.	0	0	0	100	100

◆ **Goal 2** To efficiently disburse grant requests from the Border Security Fund.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of days it takes to disburses grant requests from the Border Security Fund following execution of grant agreement.	0	0	30	30	30

Program Summary

MILITARY AFFAIRS

Brigadier General Troy T. Daniels, Commander, Joint Task Force
Phone: (602) 267-2836
Arizona Constitution Article XVI; A.R.S. §§ 26-104, 26-151 et seq.

Mission:

To provide the support functions for the Army and Air National Guard to develop, train and sustain a military force capable of supporting national, state, and community interests for the protection of life and property, preservation of peace, maintenance of order and public safety.

Description:

The Division of Military Affairs is divided into three force components: the Army National Guard, Air National Guard, and standing Joint Task Force-Arizona. The Arizona Army and Air National Guard provide trained and ready forces for the execution of domestic and overseas contingency operations. The Joint Task Force-Arizona is overseen by a Dual Status (State Active Duty/U.S.C. Title 32 and U.S.C. Title 10) Commander and is responsible for the execution of domestic operations.

This Program Contains the following Subprograms:

- ▶ Army National Guard
- ▶ Air National Guard

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	6,213.5	6,421.7	7,036.7
Other Appropriated Funds	2,652.5	1,987.4	1,987.4
Other Non Appropriated Funds	11,488.8	32,756.9	14,028.1
Total Funding	20,354.8	41,166.0	23,052.2
FTE Positions	65.6	65.6	65.6

Subprogram Summary

ARMY NATIONAL GUARD

Brigadier General Lonnie J. Branum, Land Component Commander
Phone: (602) 267-2961
Arizona Constitution Article XVI; A.R.S. §§ 26-104, 26-151 et seq.

Mission:

To develop, train, and sustain a military land force capable of supporting national, state and community interests for the protection of life and property, preservation of peace, maintenance of order, and public safety.

Description:

The Arizona Army National Guard serves a dual mission provided for by the United States Constitution and Arizona Constitution as the organized militia for Arizona. The Governor is the Commander-in-Chief until mobilized by the President of the United States. During emergency operations, the Army National Guard provides logistical and personnel support to other government agencies in response to natural or man-made 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 operation.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,213.5	2,421.7	3,036.7
Other Appropriated Funds	1,622.4	1,987.4	1,987.4
Other Non Appropriated Funds	6,825.7	20,252.7	10,925.3
Total Funding	10,661.6	24,661.8	15,949.4
FTE Positions	65.6	65.6	65.6

◆ **Goal 1** To recruit and retain highly qualified personnel.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Meet 100% authorized end-strength	100	102	94.5	100	100

◆ **Goal 2** To provide Readiness Centers able to support state missions and Soldier training and readiness requirements.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
AZNG Readiness Centers able to support Soldier Readiness	22	22	23	25	31
AZNG Readiness Centers that meet space requirements	5	5	5	6	6
Complete 100% design, select construction firm, and begin construction of SE AZ Regional Readiness Center in Oct 2022.	100	100	100	100	100
Receive design authority, select A&E firm, complete Environmental Condition Report, and begin Environmental Assessment for Surprise Readiness Center.	100	100	100	100	100

◆ **Goal 3** To increase fulfillment of requests for Defense Support to Civil Authorities (DSCA) by our local, state, and federal partners.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Increase reservist personnel available to respond to a state cyber event	0	10	12	0	0
Number of cyber missions assisting state agencies and requests for immediate support.	0	0	22	20	20
Maximize support to requests from federal, state, tribal and local agencies.	100	100	100	100	100
Support establishment of drug prevention coalitions where overdose deaths are highest.	0	100	100	100	100
Support drug demand reduction in communities.	0	100	100	100	100
Support to requests from communities impacted by increased migration and Transnational Criminal Organization activity along the southwest border.	0	0	100	100	100
AZNG Civil Support Team (CST) Readiness to provide National Guard Civil Support.	0	0	100	100	100

- ◆ **Goal 4** To support implementation of the completed Joint Land Use Studies (JLUS) with Coconino and Pinal Counties for existing Army National Guard installations and training areas.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Support implementation strategies of Coconino (2021) and Pinal (by 2022) JLUS studies.	1	2	2	2	1

- ◆ **Goal 5** To develop Aviation Master Plan

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Development of Action Plan and public/private partnership to support aviation support activities.	50	100	100	100	100

- ◆ **Goal 6** To complete State Partnership Program requirements if selected for an additional partner.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent completion of requirements if selected for State Partnership Program w/ Oman	0	0	100	100	100

Subprogram Summary

AIR NATIONAL GUARD

Major General Howard P. Purcell, Air Component Commander
 Phone: (602) 267-2660
 Arizona Constitution Article XVI; A.R.S. §§ 26-104, 26-151 et seq.

Mission:
To provide our nation's total force with highly trained expeditionary Airmen supporting national security objectives through combat readiness and training.

Description:
 The Arizona Air National Guard serves a dual mission provided for by the United States Constitution and Arizona Constitution as the organized militia for Arizona. The Governor is the Commander-in-Chief until mobilized by the President of the United States. The Arizona Air National Guard consists of the 161st Air Refueling Wing (ARW) and the 162nd Wing (WG). The Governor is the Commander-in-Chief until mobilized by the President of the United States. The 161st ARW is the only aerial refueling tanker task force in the southwestern United States and provides daily support for all components of the U.S. Armed Forces. The 162nd WG trains fighter pilots for the Air National Guard and international student pilots, maintains 24/7 aerospace alert in the defense of U.S. air sovereignty, and provides persistent, armed MQ-1 Predator Intelligence, Surveillance, and Reconnaissance (ISR) and Incident Awareness and Assessments (IAA) capabilities to sustain national and state interests.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,000.0	4,000.0	4,000.0
Other Appropriated Funds	1,030.1	0.0	0.0
Other Non Appropriated Funds	4,663.1	12,504.2	3,102.8
Total Funding	9,693.2	16,504.2	7,102.8
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To recruit and retain highly qualified personnel.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Meet 100% authorized end-strength	97.2	102	96.1	100	100

◆ **Goal 2** To sustain and increase AZ Air National Guard Force Structure.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Recruit to 105% manning in key career fields	105.7	105	105	105	105
Secure lease extension with Sky Harbor International Airport to enable competition for future basing decisions.	25	75	100	0	0
Secure letter of intent with Sky Harbor International Airport and National Guard Bureau of expansion of Goldwater Air National Guard Base to enable competition for future refueler basing decisions.	0	0	0	100	0
Foreign Partner training mission relocation.	0	100	100	100	0
Land acquisition, design and construction of Main Gate Complex.	0	100	100	100	100

◆ **Goal 3** To increase support of domestic operations by improving National Guard response time in an inter-agency environment through more efficient processes.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Successful integration of all aspects of Remotely Piloted Aircraft (RPA) support operations with state agencies and end users.	50	100	100	0	0

Agency Summary

DEPARTMENT OF ENVIRONMENTAL QUALITY

Misael Cabrera, Director
 Phone: (602) 771-2203
 A.R.S. §§ 49-101 et seq.

Mission:

To protect and enhance Arizona's public health and the environment.

Description:

Under the Environmental Quality Act of 1986, the Arizona Legislature established the Department of Environmental Quality (ADEQ) as the State's cabinet-level environmental regulatory agency to administer all Arizona environmental programs.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ SUPPORT	25,190.6	35,486.0	33,035.4
➤ AIR QUALITY	37,944.2	48,805.7	49,821.8
➤ WASTE PROGRAMS	53,368.5	88,741.8	89,990.9
➤ WATER QUALITY	21,926.0	35,370.5	37,809.7
Agency Total:	138,429.3	208,404.0	210,657.8
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	22,900.0	22,900.0
Other Appropriated Funds	62,979.6	90,248.5	92,502.3
Other Non Appropriated Funds	75,449.7	95,255.5	95,255.5
Total Funding	138,429.3	208,404.0	210,657.8
FTE Positions	552.0	585.7	589.7

Vision: To be the number one state in the nation in: Balanced, leading-edge environmental protection through technical and operational excellence and radical simplicity for customers and staff.

Mission: To protect and enhance public health and the environment of Arizona.

Agency Description: The Arizona Legislature established the Arizona Department of Environmental Quality (ADEQ) as the state's environmental regulatory agency under the Environmental Quality Act of 1986 to serve as a separate, cabinet-level agency to administer all of Arizona's environmental protection programs. Since then, ADEQ's enduring and vital mission is to protect and enhance public health and the environment of Arizona.

Executive Summary: ADEQ has identified seven strategic issues for focus during this fiscal year to deliver tangible outcomes that benefit public health and the environment.

1. Too many drinking water systems and surface waters are not meeting federal standards and other drinking water systems are threatened by Per- and Polyfluoroalkyl Substances (PFAS).
2. Arizona passed a new Surface Water Protection Program and now must implement it.
3. Some systems of support are missing for sustaining a long term hybrid work environment.
4. Arizona stakeholders want ADEQ to assume primacy over the federal Underground Injection Control (UIC) and Coal Combustion Residuals (CCR) Programs.
5. Addressing Sunset Audit Findings will require additional funding.
6. The multi-decade drought has created stakeholder demand to strengthen opportunities and guidance associated with recycled water.
7. IJA presents a once in a generation opportunity to improve the Arizona's infrastructure and environment.

* Tactics for strategy have been reformulated

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start FY	Progress / Successes
1	Address Known, Ongoing, Unauthorized Impacts (KOU) to human health and the environment.	2018	<ul style="list-style-type: none"> Mitigated 327 Known, Ongoing, Unauthorized Impacts since FY18. Total mitigated includes 163 drinking water systems serving 636,882 people. Completed 6 projects to mitigate surface water contamination.
2	Implement the Surface Water Protection (SWP) Program.	2022	<ul style="list-style-type: none"> FY21 HB2691 (ADEQ: Water Quality Program) signed into law by the Governor. 2022 Rule Making continues to move forward. Program implementation current at 75% complete.
3	Improving staff support systems for a hybrid workplace.	2023	<ul style="list-style-type: none"> New strategy for FY23.
4	Assume primacy of UIC and CCR Federal Programs.	2020*	<ul style="list-style-type: none"> UIC primacy program enacted in FY18 by SB1494 (Environment; Underground Injection Control [UIC] Program). Program in 2022 is 85% complete CCR Program enacted in FY22 by HB2411 (Coal Combustion Residuals Program). Program in 2022 is 33% complete.
5	Address audit findings and secure sustainable program funding.	2021	<ul style="list-style-type: none"> ADEQ continued for 8 more years. Completed screening of Agency fee structures. Addressed all audit findings not linked to funding in FY22.
6	Catalyze water recycling in Arizona (Breakthrough)	2023	<ul style="list-style-type: none"> 2018 - Eliminated prohibition on Direct Potable Reuse (DPR). 2022 - Legislature funded rule-writing for DPR.
7	Leverage IJA for a Healthy Environment	2022	<ul style="list-style-type: none"> Helped the Oil & Gas Commission apply for \$25M for orphaned well remediation and restoration. Applied for \$650K to facilitate pollution prevention, \$1.1M grant to accelerate characterization and cleanup of Brownfields sites, \$127K for Clean Water Act Section 604(b) Planning.

Department of Environmental Quality

Fiscal Year 2023 Strategic Plan 2-pager Final

Next FY Focus

Strat	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1a	Mitigate more Known, Ongoing Unauthorized Impacts.	<ul style="list-style-type: none"> Cumulative number of KOUIs mitigated. (goal: 382) 	<ul style="list-style-type: none"> Facilitate IJIA applications from eligible entities to Water Infrastructure Finance Authority (WIFA) for PFAS remediation, lead service line inventories, and other IJIA/State Revolving Fund (SRF) Grants (Baseline + IJIA Grant/EPA SRF)
1b	Identify PFAS related on going unauthorized impacts.	<ul style="list-style-type: none"> Net number of KOUIs (Net number is likely to increase based on sampling initiative). 	<ul style="list-style-type: none"> Sample over 1,000 public drinking water systems not covered under EPA monitoring rules. (WIFA/IJIA Grant) Take-back and replace program for PFAS-containing Aqueous Film Forming Foam (AFFF). (\$396K ERF)
2	Codify the State Surface Waters Protection Program.	<ul style="list-style-type: none"> Percent complete of fully implementing SWP program. (goal: 100% complete) 	<ul style="list-style-type: none"> Complete the proposed rule package and publish for public comment (Baseline).
3	Stand up systems of support for a safe and engaged work force.	<ul style="list-style-type: none"> Total Attrition (goal: 15%) Regrettable Attrition (goal: 7%) 	<ul style="list-style-type: none"> Implement 10% increase in agency staff salaries (\$2.5M Appropriated Funds). Create and implement a Belonging & Remote Employee Retention plan. (Baseline) Standardize agency-wide field safety planning and implementation. (Baseline)
4a	Assume Federal Underground Injection Control Program	<ul style="list-style-type: none"> Percent complete of primacy for the UIC program. (goal: 100% complete) 	<ul style="list-style-type: none"> Submit UIC primacy packages to EPA for approval. (\$6.4M WQFF) Negotiate approval with EPA (\$6.4M WQFF)
4b	Assume Federal Coal Combustion Residuals Program.	<ul style="list-style-type: none"> Percent complete of primacy for the CCR program (goal: 60% complete) 	<ul style="list-style-type: none"> Complete rule-making for program implementation and submit primacy package (\$1.1M SWFF) Negotiate approval with EPA. (\$1.1M SWFF)
5	Address auditor general recommendations from 2021 sunset and water quality audits and continue securing sustainable program funding.	<ul style="list-style-type: none"> # of Water Quality Performance Audit and Agency Sunset Audit (2021) recommendations addressed (goal: Total 28 complete) 	<ul style="list-style-type: none"> Complete analysis of all fees with 5 year projections with OSPB review. (Baseline) Conduct stakeholder engagement and complete rules for Hazardous Waste and Water Quality Fee Fund (WQFF) fees (\$6.4M WQFF). Develop solid waste rules to protect from PFAS (\$1.1M SWFF). Establish aquifer water quality standards for 5 of 8 pollutants (\$6.4M WQFF). Modernize the Impaired Waters Identification Rule to focus Total Maximum Daily Load (TMDL) effort (\$6.4M WQFF).
6	Develop Direct Potable Reuse (DPR) program (a.k.a. recycled water) (Breakthrough)	<ul style="list-style-type: none"> Percent complete of fully implementing the DPR Program (goal: 40% complete) 	<ul style="list-style-type: none"> Work with communications team to establish messaging for DPR (\$1.5M GF). Conduct large stakeholder engagement process including technical teams and policy teams (\$1.5M GF).
7	Leverage IJIA Funding to inventory orphaned oil & gas wells	<ul style="list-style-type: none"> No. of Oil & Gas wells Inventoried (goal: 98 wells) 	<ul style="list-style-type: none"> Secure and manage IJIA Funding. (\$25M Grant) Establish program in coordination with Oil & Gas Commission. (\$25M Grant) Initial assessment and inventory of abandoned wells. (\$25M Grant)

5 Year Plan

Issue 1 Too many drinking water systems and surface waters are not meeting federal standards and other drinking water systems are threatened by PFAS.

Description Too many drinking water systems and surface waters are not meeting federal standards and other drinking water systems are threatened by PFAS.

Solutions:

Address Known, Ongoing, Unauthorized Impacts (KOU) to human health and the environment.

Issue 2 Arizona passed a new Surface Water Protection Program and now must implement it.

Description Arizona passed a new Surface Water Protection Program and now must implement it.

Solutions:

Develop and implement the Surface Water Protection Program

Issue 3 Some systems of support are missing for sustaining a long term hybrid work environment.

Description Some systems of support are missing for sustaining a long term hybrid work environment.

Solutions:

Improve staff support systems for a hybrid workplace.

Issue 4 Arizona stakeholders want ADEQ to assume primacy over the federal Underground Injection Control and Coal Combustion Residuals Programs

Description Arizona stakeholders want ADEQ to assume primacy over the federal Underground Injection Control and Coal Combustion Residuals Programs

Solutions:

Assume primacy of UIC and CCR Federal Programs

Issue 5 Addressing Sunset Audit findings will require additional funding.

Description Addressing Sunset Audit findings will require additional funding.

Solutions:

Address Sunset Audit findings and secure sustainable program funding.

Issue 6 The multi-decade drought has created stakeholder demand to strengthen opportunities and guidance associated with recycled water.

Description The multi-decade drought has created stakeholder demand to strengthen opportunities and guidance associated with recycled water.

Solutions:

Catalyze water recycling in Arizona.

Issue 7 IJA presents a once in a generation opportunity to improve Arizona's infrastructure and environment.

Description IJA presents a once in a generation opportunity to improve Arizona's infrastructure and environment.

Solutions:

Leverage IJA for a Healthy Environment.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	589.7	589.7	589.7
General Fund	15,000.0	15,000.0	15,000.0
Other Appropriated Funds	90,248.5	90,248.5	90,248.5
Non-Appropriated Funds	75,873.2	75,873.2	75,873.2
Federal Funds	19,382.3	19,382.3	19,382.3

◆ **Goal 1** To transition into and align with the Arizona Management System

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
No. of Agency FTE Count	443	467	449	501	501

Explanation: Number of active employees in HRIS (excluding board and commission members, interns, volunteers, and “pool” positions)

Program Summary

SUPPORT

Misael Cabrera, Director
Phone: (602) 771-2203
A.R.S. §§ 49-101 to 49-1106

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

This program establishes overall agency policies and direction and manages administrative and business activities of the agency.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	16,962.2	25,414.1	22,963.5
Other Non Appropriated Funds	8,228.4	10,071.9	10,071.9
Total Funding	25,190.6	35,486.0	33,035.4
FTE Positions	172.4	196.3	180.3

◆ **Goal 1** To fully support and champion delivery of ADEQ's mission

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
# of Water Quality Performance Audit and Agency Sunset Audit (2021) Recommendations Addressed	0	0	25	28	28

Explanation: # of Water Quality Performance Audit and Agency Sunset Audit (2021) Recommendations Addressed

Cumulative Number of No. of Known, Ongoing, and Unauthorized Impacts (KOU) to Public Health or the Environment Mitigated	0	0	327	382	437
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Explanation: Cumulative Number of No. of Known, Ongoing, and Unauthorized Impacts (KOU) to Public Health or the Environment Mitigated

◆ **Goal 2** To support environmentally responsible economic growth

◆ **Goal 3** To Recruit, Train, and Retain Top Environmental Talent

Program Summary

AIR QUALITY

Daniel Czecholinski, Air Quality Division Director
 Phone: (602) 771-4684
 A.R.S. Title 49, Chapter 3

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The Air Quality Division is responsible for supporting ADEQ's mission by identifying and ensuring appropriate control of various sources of air pollution and assuring compliance with federal and state environmental laws. Major activities relied upon for protecting air quality include planning and program development, monitoring and research, issuance of permits, compliance and enforcement, legal support and vehicle emissions inspections; and support oil and gas conservation of the comission.

This Program Contains the following Subprograms:

- ▶ Monitoring & Assessment
- ▶ Facility Emissions Control
- ▶ Air Improvement Planning
- ▶ Oil & Gas
- ▶ Vehicle Emissions Control

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	32,834.3	41,824.2	42,840.3
Other Non Appropriated Funds	5,109.9	6,981.5	6,981.5
Total Funding	37,944.2	48,805.7	49,821.8
FTE Positions	105.6	100.5	105.5

Subprogram Summary

MONITORING & ASSESSMENT

Daniel Czecholinski, Air Quality Division Director, Acting
 Phone: (602) 771-2300
 A.R.S. §§ 49-401 to 49-593

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

This subprogram supports ADEQ’s mission by monitoring and assessing existing concentrations of air pollution throughout the state; validating data collected from ADEQ air quality monitors to assure data are of high quality, conducting daily forecasts of future concentrations of air pollution in the Phoenix metropolitan area, Yuma, and Nogales; issuing permits for prescribed burning to various state and federal land managers while preventing unacceptable degradation of existing air quality; and identifying possible sources of air pollution and documenting meteorological causes of monitor exceedances that may qualify for exclusion as exceptional events. This subprogram also plans, controls, and monitors expenditures of personnel and budgetary resources; provides for personnel training and evaluations; develops policies and procedures; provides input on legislative issues; develops, implements, and monitors workplans; and measures and evaluates program effectiveness.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	2,072.1	2,050.8	2,499.8
Other Non Appropriated Funds	1,849.3	2,282.8	2,282.8
Total Funding	3,921.4	4,333.6	4,782.6
FTE Positions	29.3	22.5	25.5

◆ **Goal 1** To enhance Arizona's unique environment

Subprogram Summary	
FACILITY EMISSIONS CONTROL	
Daniel Czecholinski, Air Quality Division Director, Acting	
Phone: (602) 771-2300	
A.R.S. §§ 49-401 to 49-593	

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

This subprogram supports ADEQ's mission by implementing an air quality permitting, compliance inspection and enforcement programs to address industrial sources of air pollution. The subprogram ensures that facilities get timely environmentally-protective permits so that they can legally commence construction and operation. Additionally, the subprogram ensures that facilities are monitored and held to the terms of applicable state and federal air quality rules.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	3,632.2	6,232.1	6,232.1
Other Non Appropriated Funds	180.1	184.5	184.5
Total Funding	3,812.3	6,416.6	6,416.6
FTE Positions	31.8	27.6	27.6

◆ **Goal 1** To support environmentally responsible economic growth

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Return to Compliance Time (Days)	17.1	30	17.4	30	30
Explanation: The average time it takes facilities to return to compliance on individual compliance conditions.					
Compliance Rate (%)	90.6	90	91.5	90	90
Explanation: Percent of compliance at the time of inspection.					
Permit Lead Time (Days)	23.5	28.4	33.9	27.4	27.4
Explanation: The number of calendar days between receipt of application and the decision to "grant" or "deny" the permit.					

Subprogram Summary

AIR IMPROVEMENT PLANNING

Daniel Czecholinski, Air Quality Division Director, Acting
 Phone: (602) 771-2300
 A.R.S. §§ 49-401 to 49-593

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

This subprogram supports ADEQ’s mission by identifying sources of air pollution and developing plans and rules to remedy poor air quality and prevent unacceptable degradations of good air quality. This subprogram also plans, controls, and monitors expenditures of personnel and budgetary resources; provides for personnel training and evaluations; develops policies and procedures; provides input on legislative issues; develops, implements and monitors work plans; measures and evaluates program effectiveness; and oversees delegation agreements with local jurisdiction. Arizona’s State Implementation Plan (SIP) is the cumulative record of all air pollution strategies, state statutes, state rules, and local ordinances implemented under Title I of the Clean Air Act by government agencies within Arizona.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	2,106.7	2,686.1	3,253.2
Other Non Appropriated Funds	1,510.6	1,652.1	1,652.1
Total Funding	3,617.3	4,338.2	4,905.3
FTE Positions	25.4	25.3	27.3

◆ **Goal 1** To enhance Arizona's unique environment

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
No. of Net Non-attainment areas	15	15	15	14	14

Explanation: The number of areas the USEPA has classified as not attaining the National Ambient Air Quality Standard (NAAQS)

◆ **Goal 2** To Accelerate Cleanups

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
No. of known, ongoing, and unauthorized impacts to public health or the environment	0	0	0	0	0

Explanation: No. of known, ongoing, and unauthorized impacts to public health or the environment

Subprogram Summary

OIL & GAS

Daniel Czecholinski, Air Quality Division Director, Acting
 Phone: (602) 771-2300
 A.R.S. § 27,515, § 49-104, § 49-455

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

This subprogram supports the regulatory functions of the Oil and Gas Conservation Commission by administering permits for the drilling for and production of oil, gas, helium, carbon dioxide, and geothermal resources. The subprogram will also be responsible for the inspection of these well fields, compilation of oil, gas, geothermal, and helium production statistics, and to provide information to the exploration and development communities and the public.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	197.6	420.3	420.3
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	197.6	420.3	420.3
FTE Positions	2.0	5.2	5.2

◆ **Goal 1** To support environmentally responsible economic growth

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Return to Compliance Time (Days)	N/A	33.8	N/A	33.8	33.8
Explanation:	The average time it takes facilities to return to compliance on individual compliance conditions.				
Compliance Rate (%)	100	90	N/A	90	90
Explanation:	Percent of compliance at the time of inspection.				
Permit Lead Time (Days)	25	9.3	9.7	10	10
Explanation:	The number of calendar days between receipt of application and the decision to "grant" or "deny" the permit.				

Subprogram Summary
VEHICLE EMISSIONS CONTROL
Daniel Czecholinski, Air Quality Division Director, Acting Phone: (602) 771-2308 A.R.S. §§ 49-541 to 49-585

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

This subprogram supports ADEQ's mission by overseeing a contract with a private employer that implements a basic and enhanced emissions inspection program in the Tucson and Phoenix areas respectively to reduce emissions of air pollution from vehicles, thereby reducing concentrations of air pollution in these planning areas. This subprogram also issues permits to companies to inspect their own fleets of vehicles, and performs inspections to ensure compliance with all air pollution plans, statutes, rules, permits and the contract; and takes timely and appropriate action to remedy and prevent noncompliance.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	24,825.7	30,434.9	30,434.9
Other Non Appropriated Funds	1,569.9	2,862.1	2,862.1
Total Funding	26,395.6	33,297.0	33,297.0
FTE Positions	17.1	19.9	19.9

◆ **Goal 1** To support environmentally responsible economic growth

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Return to Compliance Time (Days)	4.2	5	2.3	5	5
Explanation: The average time it takes facilities to return to compliance on individual compliance conditions.					
Compliance Rate (%)	97.9	95	99.9	98	98
Explanation: Percent of compliance at the time of inspection.					
Permit Lead Time (Days)	4.3	3.6	1.3	3.5	3.5
Explanation: The number of calendar days between receipt of application and the decision to "grant" or "deny" the permit.					

Program Summary	
WASTE PROGRAMS	
Laura Malone, Waste Programs Division Director	
Phone: (602) 771-2300	
A.R.S. Title 49, Chapters 1, 2, 4, 5 & 6	

Mission:

To protect and enhance public health and the environment in Arizona.

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; investigating and remediating soil and groundwater contamination with regulated and hazardous substances; administers funds; provides grants; and encourages recycling, reuse and other forms of pollution prevention; and administers the emergency response program.

This Program Contains the following Subprograms:

- ▶ Solid Waste
- ▶ Hazardous Waste
- ▶ Emergency Response
- ▶ UST and Leaking UST
- ▶ WQARF
- ▶ Voluntary Remediation
- ▶ Brownfields
- ▶ Federal Projects

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	15,000.0	15,000.0
Other Appropriated Funds	4,342.7	6,445.4	7,694.5
Other Non Appropriated Funds	49,025.8	67,296.4	67,296.4
Total Funding	53,368.5	88,741.8	89,990.9
FTE Positions	145.3	136.6	142.6

Subprogram Summary

SOLID WASTE

Laura Malone, Waste Programs Division Director
 Phone: (602) 771-2300
 A.R.S. Title 49, Chapter 4

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The subprogram provides management and administrative services to the solid waste 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 grant workplans; evaluates program effectiveness; oversees delegation agreements with local jurisdictions; implements the state waste tire program; implements the state and federal laws and regulations related to solid waste pursuant to delegation from the U.S. Environmental Protection Agency (EPA); maintains an inventory of solid waste management facilities including landfills, waste tire sites, battery collection sites, septage haulers, biohazardous medical waste facilities and transporters, special waste facilities, and transfer stations; reviews applications for licenses, permits and plan approvals, modifications and amendments and takes appropriate action; encourages community involvement; provides oversight of soil and groundwater cleanup at solid waste facilities; manages special waste generation and manifesting data collection and compliance; conducts inspections; collects and maintain compliance data; provides compliance assistance and pursues enforcement actions for significant noncompliance for solid waste management and waste tire facilities; and promotes and encourages recycling and advocates for solid waste reduction.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	2,746.3	4,286.6	4,985.8
Other Non Appropriated Funds	57.6	3.9	3.9
Total Funding	2,803.9	4,290.5	4,989.7
FTE Positions	18.9	18.4	22.4

◆ **Goal 1** To support environmentally responsible economic growth

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Compliance Rate (%)	91.7	95	93.4	95	95
Explanation: Percent of compliance at the time of inspection.					
Return to Compliance Time (Days)	136.9	88	85.1	88	88
Explanation: The average time it takes facilities to return to compliance on individual compliance conditions.					
Permit Lead Time (Days)	21.7	25	18.1	24.6	24.6
Explanation: The number of calendar days between receipt of application and the decision to "grant" or "deny" the permit.					

◆ **Goal 2** To accelerate cleanups

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Time to Implement Remedy (Years)	8.48	9.1	9.1	9.1	9.1

Explanation: The time, expressed in years, between when a contaminated site is initially identified until when actual remediation begins.

No. of known, ongoing, and unauthorized impacts to public health or the environment	1	0	1	0	0
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Explanation: No. of known, ongoing, and unauthorized impacts to public health or the environment

Subprogram Summary

HAZARDOUS WASTE

Laura Malone, Waste Programs Division Director
 Phone: (602) 771-2300
 A.R.S. Title 49, Chapter 5

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The subprogram provides management and administrative services to the hazardous waste 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 grant workplans; evaluates program effectiveness; oversees delegation agreements with local jurisdictions; implements the state and federal laws and regulations related to hazardous waste pursuant to delegation from the U.S. Environmental Protection Agency (EPA); maintains an inventory of hazardous waste generators as well as hazardous waste management facilities; reviews applications for licenses, permits, modifications and amendments and takes appropriate action; encourages community involvement; provides oversight of soil and groundwater cleanup at hazardous waste facilities; manages hazardous generation and manifesting data collection and compliance; conducts inspections; collects and maintain compliance data; provides compliance assistance and pursues enforcement actions for significant noncompliance for hazardous waste management facilities; promotes and encourages pollution prevention, reviews and approves pollution prevention plans and reports; advocates for solid waste reduction, reuse, and recycling.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,295.9	1,171.8	1,721.7
Other Non Appropriated Funds	1,212.6	1,517.5	1,517.5
Total Funding	2,508.5	2,689.3	3,239.2

FTE Positions

17.9	12.9	14.9
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◆ **Goal 1** To support environmentally responsible economic growth

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Compliance Rate (%)	64.8	75	76	70	70

Explanation: Percent of compliance at the time of inspection.

Return to Compliance Time (Days)	66.1	60	43.1	55	55
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Explanation: The average time it takes facilities to return to compliance on individual compliance conditions.

Permit Lead Time (Days)	74.7	85	71.7	80	80
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Explanation: The number of calendar days between receipt of application and the decision to "grant" or "deny" the permit.

◆ **Goal 2** To accelerate cleanups

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Time to Implement Remedy (Years)	4.54	4.54	4.24	9.36	9.36

Explanation: The time, expressed in years, between when a contaminated site is initially identified till when actual remediation begins.

No. of known, ongoing, and unauthorized impacts to public health or the environment	3	1	3	2	2
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Explanation: No. of known, ongoing, and unauthorized impacts to public health or the environment

Subprogram Summary	
EMERGENCY RESPONSE	
Laura Malone, Waste Programs Division Director	
Phone: (602) 771-2300	
A.R.S. § 49-108; Title 49, Chapter 1, Article 2	

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The subprogram provides scientific support to ensure that the health, safety, and the environmental elements of the hazardous materials emergency management program are met. The Emergency Response Team (ERT) responds to environmental emergencies (e.g., highway crashes, oil and gas releases, facility malfunctions, etc.) to minimize and abate the impact these releases can cause to the public and environment. The ERT manages removal actions to protect human health and the environment. This is completed by either funding response actions directly or overseeing actions conducted by potentially responsible parties. Additionally, the ERT performs appropriate sampling for toxic and other harmful effects in areas that have been impacted by a chemical release or toxic fire.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	300.5	987.0	987.0
Other Non Appropriated Funds	553.3	1,052.2	1,052.2
Total Funding	853.8	2,039.2	2,039.2
FTE Positions	6.4	6.8	6.8

Subprogram Summary	
UST AND LEAKING UST	
Laura Malone, Waste Programs Division Director	
Phone: (602) 771-2300	
A.R.S. Title 49, Chapter 6	

Mission:

To protect and enhance public health and the environment in Arizona.

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. The program conducts inspections, collects and maintains compliance data and pursues enforcement actions for significant non-compliance. 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.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	28,761.6	41,932.0	41,932.0
Total Funding	28,761.6	41,932.0	41,932.0
FTE Positions	55.4	54.0	54.0

◆ **Goal 1** To support environmentally responsible economic growth

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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Compliance Rate (%)	71	78	66.1	78	78
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Explanation: Percent of compliance at the time of inspection.

Return to Compliance Time (Days)	77.6	75	75.1	74	74
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Explanation: The average time it takes facilities to return to compliance on individual compliance conditions.

Permit Lead Time (Days)	3.3	3	1.5	3	3
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Explanation: The number of calendar days between receipt of application and the decision to "grant" or "deny" the permit.

◆ **Goal 2** To accelerate clean ups

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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Time to Implement Remedy (Years)	8.34	7.2	7.18	7.03	7.03
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Explanation: The time expressed in years between when contamination is reported until remediation begins.

No. of known, ongoing, and unauthorized impacts to public health or the environment	13	8	4	4	4
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Explanation: No. of known, ongoing, and unauthorized impacts to public health or the environment

Subprogram Summary	
WQARF	
Laura Malone, Waste Programs Division Director	
Phone: (602) 771-2300	
A.R.S §§ 49-281 to 49-298	

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The subprogram evaluates potentially contaminated sites; reviews plans for and oversees privately-funded cleanup activities; investigates and remediates WQARF priority and preliminary investigation 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, Arizona Department of Health Services and political subdivisions for the purpose of assisting ADEQ with its remediation efforts; and administers the state's Prospective Purchaser Agreement (PPA) program.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	15,000.0	15,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	15,592.3	17,205.5	17,205.5
Total Funding	15,592.3	32,205.5	32,205.5
FTE Positions	36.7	36.1	36.1

◆ **Goal 1** To accelerate cleanups

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
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Time to Implement Remedy (Years)	6.13	6.13	6.18	6.39	6.39
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Explanation: The time, expressed in years, between when a contaminated site is initially identified until when actual remediation begins.

No. of known, ongoing, and unauthorized impacts to public health or the environment	1	3	2	2	2
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Explanation: No. of known, ongoing, and unauthorized impacts to public health or the environment

Subprogram Summary
VOLUNTARY REMEDIATION
Laura Malone, Waste Programs Division Director Phone: (602) 771-2300 A.R.S §§ 49-171 to 49-188

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

Through this subprogram, property owners, prospective purchasers and other interested parties investigate or clean up a contaminated site in cooperation with ADEQ. The Voluntary Remediation Program (VRP) provides results in a streamlined process; provides a single point of contact to address applicable cross-program remediation efforts; reviews voluntary remedial actions; evaluates potentially contaminated sites; reviews plans for and oversees privately-funded cleanup activities; provides closure documents for successful site remediation that is accepted by all relevant ADEQ programs; and administers the state's Declaration of Environmental Use Restriction (DEUR) Program.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	815.1	1,034.7	1,034.7
Total Funding	815.1	1,034.7	1,034.7
FTE Positions	4.2	5.2	5.2

◆ **Goal 1** To accelerate clean ups

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Time to Implement Remedy (Years)	3.42	3.58	3.15	3.23	3.23

Explanation: The time, expressed in years, between when a contaminated site is initially identified until when actual remediation begins.

No. of known, ongoing, and unauthorized impacts to public health or the environment	4	3	4	4	4
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Explanation: No. of known, ongoing, and unauthorized impacts to public health or the environment

Subprogram Summary	
BROWNFIELDS	
Laura Malone, Waste Programs Division Director	
Phone: (602) 771-2300	
A.R.S § 49-218	

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The subprogram administers the state’s Brownfield’s initiatives; provides funding for Phase I and Phase II environmental site assessments or cleanup activities of abandoned or underutilized properties; develops and helps applicants with the grant process; hires and manages contractors; provides results of assessments and closure documents; and works with federal, state and local partnerships to support the creation of jobs and the redevelopment of underutilized properties across the state.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	643.1	596.4	596.4
Total Funding	643.1	596.4	596.4
FTE Positions	1.0	1.0	1.0

◆ **Goal 1** To accelerate clean ups

Subprogram Summary	
FEDERAL PROJECTS	
Laura Malone, Waste Programs Division Director	
Phone: (602) 771-2300	
A.R.S § 49-104	

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The subprogram evaluates and ensures that federally contaminated sites within the state are investigated and remediated to the state’s requirements and standards; provides state concurrence on federal oversight sites as per the National Contingency Plan (NCP); reviews plans for, monitors and oversees the Environmental Protection Agency’s (EPA) Nation Priorities List (NPL) Superfund cleanup activities; reviews plans for and oversees Department of Defense (DoD) Army, Navy and Air Force funded cleanup activities, including DoD bomb target and base closures investigations and remediations; identifies responsible parties; negotitates settlements with potentially responsible parties; and develops evidence and data needed for cost recovery and settlement actions by the Attorney General’s Office.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,390.2	3,954.2	3,954.2
Total Funding	1,390.2	3,954.2	3,954.2
FTE Positions	4.8	2.2	2.2

◆ **Goal 1** To accelerate clean ups

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
No. of known, ongoing, and unauthorized impacts to public health or the environment.	5	4	5	4	4

Explanation: No. of known, ongoing, and unauthorized impacts to public health or the environment.

Program Summary	
WATER QUALITY	
Trevor Baggione, Water Quality Division Director	
Phone: (602) 771-2303	
A.R.S. Title 49, Chapter 2	

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The Water Quality Program ensures that regulated water systems deliver safe drinking water to customers; develops surface and groundwater quality standards; monitors and assesses the quality of surface and groundwater throughout the state; identifies water pollution problems and prepares plans to address them; regulates discharges to surface water and groundwater from wastewater treatment plants, mining operations, industrial facilities and stormwater through issuance of permits; investigates complaints and violations of Arizona's water quality laws, rules and permits; and works with federal, state and local partnerships within the state's watersheds to maintain and improve water quality.

This Program Contains the following Subprograms:

- ▶ Groundwater Protection
- ▶ Surface Water Protection
- ▶ Surface Water Quality Improvement Planning
- ▶ Safe Drinking Water
- ▶ Water Re-Use

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	7,900.0	7,900.0
Other Appropriated Funds	8,840.4	16,564.8	19,004.0
Other Non Appropriated Funds	13,085.6	10,905.7	10,905.7
Total Funding	21,926.0	35,370.5	37,809.7
FTE Positions	128.7	152.3	161.3

Subprogram Summary

GROUNDWATER PROTECTION

Trevor Baggione, Water Quality Division Director

Phone: (602) 771-2300

A.R.S. §§ 49-201 to 49-391

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The Groundwater Protection Subprogram 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 by issuing permits to discharging facilities, conducting compliance inspections of permitted facilities and enforcing permit conditions. This program also registers drywells, reviews engineering design plans and issues construction approvals for on-site wastewater treatment facilities and sewage collections systems; and reviews subdivision plans to ensure adequate provision of water, wastewater and refuse services. The Groundwater Protection Subprogram also manages the pesticide contamination prevention program for agricultural use pesticides, monitors groundwater basins throughout the state and provides technical assistance to industry and the public.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	4,585.0	7,972.4	9,261.3
Other Non Appropriated Funds	831.9	1,872.1	1,872.1
Total Funding	5,416.9	9,844.5	11,133.4
FTE Positions	35.3	34.3	42.3

◆ Goal 1 To support environmentally responsible economic growth

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
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Compliance Rate (%)	78.2	83	71.7	83	83
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Explanation: Percent of compliance at the time of inspection. The minimum goal is the agenc goal.

Return to Compliance Time (Days)	121.2	75	72.6	75	75
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Explanation: The average time it takes facilities to return to compliance on individual compliance conditions.

Permit Lead Time (Days)	17.2	17.9	14.8	16.5	16.5
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Explanation: The number of calendar days between receipt of application and the decision to "grant" or "deny" the permit.

◆ Goal 2 To Accelerate Cleanups

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
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No. of known, ongoing, and unauthorized impacts to public health or the environment.	3	2	9	6	6
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Explanation: No. of known, ongoing, and unauthorized impacts (KOU) to public health or the environment.

Subprogram Summary

SURFACE WATER PROTECTION

Trevor Baggione, Water Quality Division Director

Phone: (602) 771-2300

A.R.S. §§ 49-201 to 49-391

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The Surface Water Protection subprogram protects water quality in Arizona's streams, rivers, lakes and wetlands from point source pollution. Point source discharges include wastewater treatment plants, concentrated animal feeding operations, mining operations, industrial and commercial facilities, and stormwater discharges from construction and industrial sites. The Arizona Pollutant Discharge Elimination System (AZPDES) program issues permits to point source discharging facilities, conducts compliance inspections of permitted facilities and enforces permit conditions.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	889.2	2,622.3	2,622.3
Other Non Appropriated Funds	2,448.2	2,412.6	2,412.6
Total Funding	3,337.4	5,034.9	5,034.9
FTE Positions	22.0	27.0	27.0

◆ Goal 1 To support environmentally responsible economic growth

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Compliance Rate (%)	92.5	88	88.3	88	88
Explanation: Percent of compliance at the time of inspection. The minimum goal is the agenc goal.					
Return to Compliance Time (Days)	180.1	50	59.7	50	50
Explanation: The average time it takes facilities to return to compliance on individual compliance conditions.					
Permit Lead Time (Days)	6.8	2.6	3.5	3.6	3.6
Explanation: The number of calendar days between receipt of application and the decision to "grant" or "deny" the permit.					

◆ Goal 2 To Accelerate Cleanups

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
No. of known, ongoing, and unauthorized impacts to public health or the environment.	2	1	2	1	1
Explanation: No. of known, ongoing, and unauthorized impacts to public health or the environment.					

Subprogram Summary

SURFACE WATER QUALITY IMPROVEMENT PLANNING

Trevor Baggione, Water Quality Division Director

Phone: (602) 771-2300

A.R.S. §§ 49-201 to 49-391

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The Surface Water Improvement subprogram develops surface water quality standards; monitors and assesses surface water quality; identifies water pollution problems and sources; develops Total Maximum Daily Load (TMDL) “pollutant budgets” and works with permitted facilities, local stakeholder groups and land management agencies to develop implementation plans to help waters meet their beneficial uses and attain water quality standards; provides funding to support projects to reduce nonpoint source pollution from activities including agriculture, forestry, mining and recreation; conducts effectiveness monitoring to measure the effectiveness of implementation projects.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	6,400.0	6,400.0
Other Appropriated Funds	1,265.9	2,604.3	3,610.3
Other Non Appropriated Funds	5,465.4	5,397.2	5,397.2
Total Funding	6,731.3	14,401.5	15,407.5
FTE Positions	30.8	38.1	38.1

◆ **Goal 1** To enhance Arizona's unique environment

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
No. of Net Individual Pollutant Impairments in Surface Water Bodies	174	170	268	268	268

Explanation: The number of waterbodies that are not meeting surface water quality standards broken down by individual pollutant of concern.

Cumulative Number of Surface Water Impairments Removed by Pollutant	0	0	0	5	5
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Explanation: Cumulative Number of Surface Water Impairments Removed by Pollutant by Fiscal Year.

Subprogram Summary

SAFE DRINKING WATER

Trevor Baggione, Water Quality Division Director
 Phone: (602) 771-2321
 A.R.S. §§ 49-351 to 49-360

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The Drinking Water Regulation program is federally mandated to ensure regulated public water systems provide safe drinking water to their customers. 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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,679.7	2,894.0	3,038.3
Other Non Appropriated Funds	4,319.0	1,212.7	1,212.7
Total Funding	5,998.7	4,106.7	4,251.0
FTE Positions	37.9	46.3	47.3

◆ **Goal 1** To support environmentally responsible economic growth

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
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Compliance Rate (%)	46.5	70	42.4	70	70
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Explanation: Percent of compliance at the time of inspection. The minimum goal is the agenc goal.

Return to Compliance Time (Days)	99.4	70	82.3	70	70
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Explanation: The average time it takes facilities to return to compliance on individual compliance conditions.

Permit Lead Time (Days)	23.2	15	17.5	15	15
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Explanation: The number of calendar days between receipt of application and the decision to "grant" or "deny" the permit.

◆ **Goal 2** To enhance Arizona's unique environment

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
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Population served Healthy Drinking Water (%)	99	99	99.8	99	99
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Explanation: The percentage of Arizona citizens that are drinking water from public water systems that do not have a Safe Drinking Water Act exceedance of water quality parameters (such as Nitrate, Radium, Uranium, Floride, Lead, Copper, etc.)

No. of Net Drinking Water Systems Serving Drinking Water Not Meeting Federal Standards	29	24	31	28	28
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Explanation: The number of public water systems in Arizona that are served drinking water that exceed a Safe Drinking Water Act health -based standard (such as Nitrate, Radium, Uranium, Fluoride, lead, copper, etc.)

◆ **Goal 3** To Accelerate Cleanups

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
No. of known, ongoing, and unauthorized impacts to public health or the environment	29	24	31	28	28

Explanation: No. of known, ongoing, and unauthorized impacts to public health or the environment

Subprogram Summary

WATER RE-USE

Trevor Baggio, Water Quality Division Director
 Phone: (602) 771-2300
 A.R.S. § 49-203 (A) (6)

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The Reuse Water Regulation Program permits the beneficial use of treated wastewater from wastewater treatment plants. Use of this reclaimed water allows Arizona to conserve potable water sources for human consumption and domestic uses. The program regulates reclaimed water conveyances, issues general and individual permits to end users of reclaimed water, conducts compliance inspections of permitted facilities, and enforces permit conditions. Reclaimed Water Quality Standards are specified for five classes of reclaimed water. Standards are expressed as a combination of minimum treatment technology requirements and a limited set of numeric reclaimed water quality criteria.

Funding:	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
General Fund	0.0	1,500.0	1,500.0
Other Appropriated Funds	420.6	471.8	471.8
Other Non Appropriated Funds	21.1	11.1	11.1
Total Funding	441.7	1,982.9	1,982.9
FTE Positions	2.7	6.6	6.6

◆ **Goal 1** To support environmentally responsible economic growth

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Compliance Rate (%)	81.8	98	88.3	98	98
Return to Compliance Time (Days)	28.4	50	15.7	50	50

Explanation: Percent of compliance at the time of inspection. The minimum goal is the agenc goal.

Explanation: The average time it takes facilities to return to compliance on individual compliance conditions.

Permit Lead Time (Days)	5.4	6.4	9.6	7	7
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Explanation: The number of calendar days between receipt of application and the decision to "grant" or "deny" the permit.

Agency Summary

OFFICE OF ECONOMIC OPPORTUNITY

Sandra Watson, Director
Phone: (602) 845-1215
A.R.S. § 41-5301

Mission:

To improve Arizona's workforce and business climate in Arizona through data-driven policy-making and effective workforce and economic development initiatives.

The Arizona Finance Authority is a one-stop resource for financing, supporting, expanding, and relocating businesses, communities' infrastructure needs, and first-time homebuyers. The AFA is committed to providing a streamlined, predictable process to help homebuyers receive affordable financing.

Description:

Laws 2016, Chapter 372 established the Office of Economic Opportunity (OEO), which includes the Arizona Finance Authority (AFA). The AFA board serves as the board of the Arizona Industrial Development Authority (AZIDA).

The Office of Economic Opportunity coordinates Arizona's workforce planning with economic development, supports the Workforce Arizona Council, and provides economic, demographic, regulatory, and tax research and analysis, at both the state and local levels.

AZIDA is a separate non-profit corporation designated as a political subdivision of the State that issues both taxable and tax-exempt bonds for commercial activities.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ ECONOMIC OPPORTUNITY	4,894.5	8,999.2	8,999.2
➤ ARIZONA FINANCE AUTHORITY	3,449.7	8,196.8	8,196.8
Agency Total:	8,344.2	17,196.0	17,196.0

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	459.1	525.8	525.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,885.1	16,670.2	16,670.2
Total Funding	8,344.2	17,196.0	17,196.0
FTE Positions	31.3	34.1	34.1

5 Year Plan

Issue 1 Arizona compares unfavorably to the rest of the nation in unemployment and labor force participation, while paradoxically, the business community complains of a shortage of trained workers with relevant skills.

Description

Solutions:

The Office will pursue a strategy of engaging the business community to determine their needs then engaging in constant coordination of the many partners in system to address gaps.

Issue 2 The State has a taxation and regulatory environment that lacks systematic review and analysis that facilitates the least burdensome government possible.

Description

Solutions:

The Office will establish the relevant processes and data products to enable policy maker’s high quality decision needs.

Issue 3 There is a scarcity of relevant workforce data that can be used to drive the decision making processes of the business community, policy makers, workforce professionals, and job seekers.

Description

Solutions:

OEO will create new data products, provide more effective outreach to our partners, and make data driven policy analysis and recommendations that address our stakeholders’ immediate and future needs.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	0.0	0.0	0.0
General Fund	525.8	525.8	525.8
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	10,087.3	10,087.3	10,087.3
Federal Funds	7,108.7	7,108.7	7,108.7

Program Summary

ECONOMIC OPPORTUNITY

Sandra Watson, Director
 Phone: (602) 845-1215
 A.R.S. § 41-5301

Mission:

To improve the workforce and business climate in Arizona through data-driven policy making and effective workforce and economic development initiatives.

Description:

The Office of Economic Opportunity coordinates Arizona’s workforce planning with economic development, supports the Workforce Arizona Council, and provides economic, demographic, regulatory, and tax research and analysis, at both the state and local levels.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	459.1	525.8	525.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,435.4	8,473.4	8,473.4
Total Funding	4,894.5	8,999.2	8,999.2
FTE Positions	30.0	32.8	32.8

- ◆ **Goal 1** To increase the accessibility, quality and relevance of workforce, regulatory, demographic and economic information while maintaining the transparency and security of our methods and systems

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of project to be completed.	75	100	100	0	0
% complete of maturity plan for the Arizona Integrated Data System (IDS), aka AWEDS	0	0	0	75	100

Explanation: % complete based on maturity project plan

- ◆ **Goal 2** To align student, job seeker, and displaced worker training and services with in-demand occupational skills and the needs of employers. Generate support for regulatory reform, universal participation in the decennial census, and accurate population estimates.

- ◆ **Goal 3** To increase the quality of industry-specific data in the Quarterly Census of Employment & Wages program.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Unclassified accounts classified.	21,481	22,000	22,810	NA	NA

Program Summary

ARIZONA FINANCE AUTHORITY

Dirk Swift, Director
 Phone: (602) 771-1091
 A.R.S. § 41-5351

Mission:

Description:

The Arizona Finance Authority (AFA) is a one-stop finance shop established in the Office of Economic Opportunity that includes the Water Infrastructure Finance Authority (WIFA) and the Greater Arizona Development Authority (GADA). WIFA is an independent entity authorized to finance the construction, rehabilitation and/or improvement of drinking water, waste water, waste water reclamation, and other water quality facilities/projects. As a “Bond Bank”, WIFA is authorized to issue water quality bonds on behalf of communities for basic water infrastructure. Generally, WIFA offers borrowers below market interest rates on loans for 100% of eligible project costs. GADA assists local communities and tribal governments in developing and financing public infrastructure projects. The AFA also authorized the creation of the Arizona Industrial Development Authority (AZIDA), in accordance with Laws 2016, Chapter 372.

This Program Contains the following Subprograms:

- ▶ Arizona Industrial Development Authority
- ▶ Greater Arizona Development Authority

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,449.7	8,196.8	8,196.8
Total Funding	3,449.7	8,196.8	8,196.8
FTE Positions	1.3	1.3	1.3

Subprogram Summary

ARIZONA INDUSTRIAL DEVELOPMENT AUTHORITY

Vacant, Director
 Phone: (602) 769-7498
 A.R.S. § 41-5351

Mission:

Description:

The Arizona Industrial Development Authority issues private activity bonds (PABs) for the benefit of private users. Repayment of the bonds is an obligation of the private user, not the Authority and proceeds of the bonds are used for industrial and other private purposes. The interest on the bonds may be exempt from federal income tax (IRC Sec.103). In Arizona, the interest on the bonds is also exempt from state income tax. The AFA's AZIDA issues PABs for commercial activities using a streamlined process at competitive rates.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,424.9	8,172.0	8,172.0
Total Funding	3,424.9	8,172.0	8,172.0
FTE Positions	0.0	0.0	0.0

Subprogram Summary

GREATER ARIZONA DEVELOPMENT AUTHORITY

Daniel A. Dialessi, CFA, Authorized Representative
Phone: (602) 364-1314
A.R.S. § 41-1554

Mission:

To provide technical assistance and low-cost financing solutions to assist Arizona communities and tribal governments with development of public infrastructure projects that enhance communities and economic development.

Description:

The Greater Arizona Development Authority assists local communities and tribal governments in developing and financing public infrastructure projects.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	24.8	24.8	24.8
Total Funding	24.8	24.8	24.8
FTE Positions	1.3	1.3	1.3

Agency Summary

STATE BOARD OF EQUALIZATION

George Shook, Acting Chairman
Phone: (602) 364-1601
A.R.S. §§ 42-16151 et al.

Mission:

To provide an independent appeal process for taxpayers, county assessors, and the Arizona Department of Revenue in disputes relating to the valuation and classification of property for ad valorem tax purposes. Consistent with this responsibility, the Board provides a venue for non-judicial hearings in which due process of law is afforded to taxpayers in matters concerning the valuation and classification of their respective properties.

Description:

The State Board of Equalization provides an independent appeal process for taxpayers, county assessors, and the Arizona Department of Revenue in disputes relating to the valuation and classification of property in the State. The Board is comprised of 41 members: 21 (including the chairman) appointed by the Governor and 10 each from Maricopa and Pima counties (appointed by the boards of supervisors of those counties). The Board of Equalization's jurisdiction is primarily over locally assessed real and personal property in Maricopa and Pima counties. Under A.R.S. § 42-14001 et al., the Board's authority extends to centrally assessed property statewide. By statute, the Board also can provide hearing officer services for outlying counties; currently, the Board provides services to Cochise, Mohave, Pinal, Santa Cruz, and Yavapai counties.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	619.1	787.9	731.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	619.1	787.9	731.1
FTE Positions	7.0	7.0	7.0

5 Year Plan

Issue 1 Replace the Board's Information Technology system. The goal is to improve Information Security to provide protection for the agency and the public.

Description Microsoft no longer supports the current custom application software. A newer application is required to accommodate current and future Information Security requirements. The SBOE has accomplished the first step and completed Phase 1 of the application replacement process. The SBOE initiated the rebuild of a new software application program in CY 2021. The application will be enhance the application in CY 2022.

Solutions:

1. Funding must be obtained to continue the rebuild of the new software application. At present, the SBOE is using year-end residuals to fund the project. However, the heightened requirements for data protection and information security has caused the SBOE to anticipate software upgrades and server replacement in the very near future. All software upgrades require annual renewal of licenses. These amounts must be identified and built into future budgets.

Issue 2 Information Security must be upgraded. This is a work in progress with the ever changing IT security requirements to protect all computer applications.

Description This agency will upgrade and update all hardware and software to the latest technology required to implement the State's Information Security plans.

Solutions:

1.1 The Board will utilize all state ASET available assets and resources to become compliant with all information security requirements.

Issue 3 The Board has completed construction of a permanent hearing room in the capital Annex building at 400 W. Congress, Tucson, AZ. This project is 98% complete as of FY 2020. Enhancements of the electrical wiring is expected to be completed in FY23.

Description This project resulted from the opportunity to obtain space at the location where all appeals in Pima County take place. Prior to having a permanent room the Board was only able to obtain hearing rooms from other agencies at the times those rooms were not being used by the agency. Much of this logistics burden has been relieved and the dependency for use of personnel from a gratuitous agency to set up the rooms for hearings and returning files back to Phoenix has been minimized.

Solutions:

Use of vacancy savings and operational savings allows for the funding of this project without requiring a request for supplementing funds. Enhancement to the project will occur over a two-year period. The room will be furnished, over time, with items obtained from Arizona's Surplus Property.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	7.0	7.0	7.0
General Fund	737.9	737.9	737.9
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

- ◆ **Goal 1** To build a custom computer software application for automation of the appeals filing system. To obtain the required hardware and interface devices to handle the greatly increased demands caused by changes in the assessors, Arizona Department of Administration ASET, and State of Arizona IT security requirements. The objective is to automate tasks manually performed and reduce margins of error in data processing and dissemination. To continue the growth in electronic filing and transmittal of statement of changes made to the valuation of any property in Maricopa or Pima County. This effort will also expand the Board's electronic capabilities to integrate the "client" counties (currently Cochise, Mohave, Pinal, Santa Cruz and Yavapai Counties) into the appeals application.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Identify the need-based components of the Information Technology requirements and the dynamic Information Security upgrades and enhancements. Measure as a percentage of completion.	75	100	80	90	100

Explanation: Coordination with Maricopa County and Pima County IT departments.

Obtain funding for IT Build Project. Measure as a percentage of completion. This project is utilizing year-end residual funds across multiple fiscal years. The SBOE anticipates a need for funding for new computer servers.	75	75	85	95	100
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Explanation: Report required funds as determined by project status.

- ◆ **Goal 2** To maintain sufficient funding in order for the State Board of Equalization to be prepared for annual changes in caseloads. This will also ensure that the SBOE is able to adequately staff all hearings in Maricopa and Pima Counties and meet statutory deadlines.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Cost per appeal (in dollars)	103	103	137	125	125

Explanation: Board member compensation is included in the cost per appeal.

Appeals received	2326	2150	2035	2500	2500
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Explanation: Petitions received by the SBOE may contain multiple parcels.

- ◆ **Goal 3** To improve efficiencies of agency operations through networking and personnel training.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Enhance training for staff members. This performance measure is for the percentage of staff members who have completed training.	80	100	95	100	100

Explanation: Create a public awareness initiative to educate potential filers.

Funding issues may change due to legislative requirements. Therefore, it is imperative to maintain the current level of funding. This measure is a percent of completion.	90	100	90	100	100
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Explanation: Maintain existing funding.

◆ **Goal 4** To Complete the processing of the Board's rules.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
An exception to the Governor's moratorium for 2020 was requested, however the time had expired for the Notice of Proposed Rulemaking. A new docket opening has been completed. The Board will continue to seek input for modifications to expired rules. This performance measure is a percentage of the project completion.	75	100	80	100	100

◆ **Goal 5** To obtain legislation that will reduce the number of unnecessary appeals.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Become fully involved with all stakeholders in the appeal process. The stakeholders are the legislative body, which makes changes to the Arizona Revised Statutes, the Department of Revenue that provides guidelines and implementing instructions for new legislation, County Assessors, County Boards of Supervisors and property owners who are the taxpayers. This performance measure is outcome of efforts employed.	75	100	90	100	100

Explanation: Work with Department of Revenue and legislators.

Agency Summary

BOARD OF EXECUTIVE CLEMENCY

Gretchen McClellan-Singh, Executive Director
Phone: (602) 542-5646
A.R.S. §§ 31-401 et seq.

Mission:

To protect public safety and contribute to a fair and effective justice system by ensuring that persons who remain a threat to society remain incarcerated and persons who no longer present a risk are released to become productive citizens.

Description:

The Board of Executive Clemency is a five-member board appointed by the Governor and is statutorily empowered to make decisions regarding:

- (a) discretionary release of those inmates who are eligible for parole and/or home arrest (inmates whose crimes were committed on or before December 31, 1993);
- (b) revocation of parole (or community supervision for crimes committed on or after January 1, 1994) for offenders found to be in violation of the terms and conditions of their release;
- (c) absolute discharge from parole; and
- (d) modification of release conditions and release rescissions.

The Board also makes clemency recommendations to the Governor on requests for commutation of sentence, including death penalty sentences, reprieves in matters related to death penalty cases, and pardons.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,152.4	1,336.8	1,427.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	23.4	24.5	24.5
Total Funding	1,175.8	1,361.3	1,452.3
FTE Positions	14.5	14.5	14.5

5 Year Plan

Issue 1 Establish continuous board member training and development

Description The Board has set the following objective for this issue:
 Establish an ongoing training program for the board in compliance with Board policies (8 hours per year)

Solutions:
 The Board has set the following performance indicators to ensure that the Board members are given continuous training and development:
 Track number of hour long monthly trainings put on for Board(goal of 8)

Issue 2 Maintain on-going staff training and development in efforts to conduct daily operations seamlessly.

Description The Board has set the following objectives related to this issue:
 Cross-train all staff on packet preparation for all hearing types
 Create standard work for all staff positions

Solutions:
 The Board plans to ensure ongoing staff training and development is met by tracking the following performance indicators:
 Percentage of staff members cross-trained on packed preparation
 Percentage of job categories with standard work completed

Issue 3 Meet hearing timeframes in accordance with the law

Description Caselaw establishes a goal of holding revocation hearings within 60 after a parolee or individual on community supervision has been arrested. Additionally, the Board has developed a backlog of commutation hearings due to shortage of staff and Board members. The Board has set the following objectives related to this issue:
 Eliminate commutation backlog within one year
 Schedule 90% of revocation hearings within 60 days and 100% within 90 days of arrest
 Schedule all probable cause hearings within 10 days of arrest

Solutions:
 The Board plans to ensure it is meeting hearing time frames in accordance with the law by measuring the following performance indicators:
 Number of commutation hearings is greater than number of applications
 Number/% of revocation hearings held in a month that were received within 60 and 90 days prior
 Average number of days between arrest and a probable cause hearing

Issue 4 Maintain timeliness for Imminent Danger of Death (IDD) process

Description An inmate may apply for compassionate release if he or she is deemed within end of life in the next 4 months or less. These hearings require the Board to act quickly to ensure release before end of life.

Solutions:
 Schedule all IDD hearings with 5 business days of receipt and transmit any recommendation to the Governor's office within 5 business days.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	14.5	14.5	14.5
General Fund	1,427.8	1,427.8	1,427.8
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	24.5	24.5	24.5
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To meet hearing timeframes in accordance with the law

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Maintain elimination of the commutation backlog	9	0	0	0	0
Number of pending pardons is under 2 (amount the board can hear in a month)	8	2	2	2	2
Percentage of revocation hearings (or probable cause hearings) held in a month where BOEC received the warrant within 60 days prior.	99.2	99.5	99	99.9	99.9
Percentage of revocation hearings (or probable cause hearings) held in a month where BOEC received the warrant 90 days prior or less.	99.94	100	100	100	100

◆ **Goal 2** To establish continuous board member training and development

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of hour long monthly trainings put on for Board (goal of 8)	8	8	22	8	8

◆ **Goal 3** To Maintain Improvement of Imminent Danger of Death Process

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of Imminent Danger of Death cases heard within 5 days of receipt	71	95	100	95	95
Percentage of Imminent Danger of Death cases submitted to Governor within 5 days of decision	100	95	100	100	100

Agency Summary

EXPOSITION AND STATE FAIR BOARD

Wanell Costello, Executive Director
Phone: (602) 252-6771
A.R.S. § 3-1001

Mission:

To provide opportunities for all Arizonans to celebrate the state's heritage, industry, traditions, and future.

Description:

The Arizona Exposition and State Fair (AESF) is a 96-acre entertainment facility that showcases a variety of events, including one of the preeminent state fairs in the country. The AESF, which owns the property and buildings it occupies, rents its facilities to a variety of tenants and promoters, such as the Arizona National Livestock Show and the Maricopa County Fair. The AESF provides a location to showcase industry, agriculture, education, and entertainment for the enjoyment of Arizona citizens.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ INTERIM EVENTS	5,145.3	8,061.9	13,061.9
➤ STATE FAIR	6,453.7	12,919.9	17,919.9
Agency Total:	11,599.0	20,981.8	30,981.8
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,073.2	0.0	10,000.0
Other Appropriated Funds	8,525.8	19,056.8	19,056.8
Other Non Appropriated Funds	2,000.0	1,925.0	1,925.0
Total Funding	11,599.0	20,981.8	30,981.8
FTE Positions	184.0	184.0	184.0

5 Year Plan

Issue 1 Funding facility improvements

Description Given a large, aging facility, the Arizona Exposition and State Fair (AESF) must constantly perform building renewal and capital improvement projects on the Fairgrounds in order to maintain functionality, keep it viable for rental, and ensure the safety of the visiting public. AESF has 26 structures and approximately 80 acres of parking lot/grounds to maintain, covering a total of 96 acres.

Solutions:

AESF plans to tackle large projects in a multi-phase method, as it can afford over the next five years. Projects will be prioritized by health, safety and welfare of guests, stakeholders and employees, then by business operational needs. AESF contracts with ADOA’s General Services Division for large project management. Projects will then be broken into phases based on financial resources available and the greatest priority within each project on a case-by-case basis. AESF’s capital maintenance and improvement plan’s execution is contingent upon available funds and sufficient appropriation.

Issue 2 Improve the Fair’s product

Description Given a land-locked location at 19th Avenue between Grand, McDowell, Encanto and 19th Avenue, the Arizona State Fair (ASF) is limited in ways it can expand its current operations to offer more entertainment and better entertainment to our customers. As a self-funded state agency, and to ensure future operation, the Fair must continue to innovate to maintain the existing customer base, as well as appeal to a new generation of Arizonans to add them as new customers. Innovation at the current location requires investment in the Fair product.

Solutions:

The most effective way to currently grow the Fair’s offerings is to increase revenues so ASF can afford better quality entertainment and more entertainment overall. The strategy to increase Fair revenues involves increasing overall attendance, which has a positive effect on parking, gate admissions, food percentage, and ride revenue streams. AESF intends to increase attendance by attracting new visitors, increasing repeat visits with current guests, creating attractive promotions, and offering exciting entertainment options. In addition, ASF plans to continue to identify new revenue streams and partner with local businesses in sponsorship and vendor opportunities.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	0.0	0.0	0.0
General Fund	10,000.0	10,000.0	10,000.0
Other Appropriated Funds	19,056.8	19,056.8	19,056.8
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

Program Summary

INTERIM EVENTS

Michael Searle, Deputy Director
 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 home and garden shows, gun shows, livestock shows, youth activities, competitive events, and community activities.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,040.6	0.0	5,000.0
Other Appropriated Funds	4,104.7	6,136.9	6,136.9
Other Non Appropriated Funds	0.0	1,925.0	1,925.0
Total Funding	5,145.3	8,061.9	13,061.9
FTE Positions	71.2	71.2	71.2

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Non-fair rental days over previous year	317	-220	515	640	600
New promoters requesting space	1	4	8	5	6
Repeat promoters annually	18	27	33	31	35

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Parking lot rentals	12	15	7	15	10
New strategic partners renting parking lots	1	1	1	3	2

Program Summary

STATE FAIR

Michael Searle, Deputy Director
 Phone: (602) 252-6771
 A.R.S. §§ 3-1003 to 3-1013, 11-258

Mission:

To produce the preeminent state fair in the country, showcasing industry, business, entertainment, and agriculture.

Description:

AESF produces the annual Arizona State Fair which brings together a wide range of participants representing industry, business, and agriculture. The Fair showcases a variety of activities including agriculture, 4-H, and educational and community exhibits. The Fair also features entertainment such as motorized events, rodeos, midway rides, attractions, community groups, and national entertainers.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	32.6	0.0	5,000.0
Other Appropriated Funds	4,421.1	12,919.9	12,919.9
Other Non Appropriated Funds	2,000.0	0.0	0.0
Total Funding	6,453.7	12,919.9	17,919.9
FTE Positions	112.8	112.8	112.8

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
New partners acquired	1	3	3	8	10
Exhibit space used by partners for business showcase (square feet)	91,000	10,000	10,000	30,000	30,000

◆ **Goal 2** To maximize all fair revenue sources.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
New revenue streams identified	1	1	1	3	2
New revenue received from alternative sources (in dollars)	1,000,000	2,000,000	2,000,000	100,000	7,500,000

◆ **Goal 3** To increase midweek fair attendance.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Increase Wednesday attendance.	0	3,000	137,688	0	0
Fair attendance (in thousands)	0	100	1,590	1,000	1,300

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of guest service contacts	0	80	89	80	80
Improvements implemented	7	4	13	9	5

Agency Summary

BOARD OF FINGERPRINTING

Matthew A. Scheller, Executive Director
Phone: (602) 265-3747
A.R.S. § 41-619.52

Mission:

To fairly, expeditiously, and responsibly consider applications for good-cause exceptions and central registry exceptions and determine whether applicants are rehabilitated from their history of criminal behavior or acts of child abuse or neglect.

Description:

The Arizona Board of Fingerprinting evaluates good-cause exceptions for people who require a fingerprint clearance card and whose fingerprint clearance cards have been denied or suspended by the Department of Public Safety. The Board also determines central registry exceptions for individuals who fail to clear a background check.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	740.2	748.7	748.7
Total Funding	740.2	748.7	748.7
FTE Positions	6.0	6.0	6.0

Issue 1 Timeliness and statutory time frames

Description The Board’s statutes require portions of the application process to be completed within specific time frames. A.R.S. § 41–619.55 requires the Board to comply with the following time frames.

20 days from receipt of application (which is defined in A.A.C. R13-11-104) to expedited review (which is the initial review by the Board of the application without the applicant being present)

45 days from expedited review to administrative hearing

80 days from administrative hearing to Board decision

In FY 2022, the Board achieved 100% compliance with the timeframes listed by statute. In addition, the Board Investigator exceeded the Board’s goal (96%) for the percentage of recommendations accepted at an expedited review. The very high acceptance rate (99.75%) makes Board meetings more efficient. The Board received 3,988 applications. This represents a 16% increase in applications from FY 2021 (3,435). The Board continues to process applications very efficiently and overall wait times are below the Board’s estimates. The average number of days spent processing applications from receipt to expedited review is 8 days which is below the Board projection on 12 days and significantly under the statutorily required 20 days. The Board communicates with applicants effectively and efficiently based on the high level of applications completed on initial submission (87.38%).

In upcoming fiscal years, the Board will continue to take steps to reduce the time for processing applications and continue to achieve full statutory compliance in all areas. Reducing processing time will help return eligible applicants to work more quickly.

Solutions:

- Continue improve the Board's database and to reduce the amount of time spent entering data.
- Assess whether additional staff are needed to handle the increasing workload.
- Cross-train staff to help cover the investigator's caseload during high-caseload periods.
- Schedule hearings more frequently to decrease applicant wait time.

Issue 2 Further improve e-government services

Description The Board significantly improved its website and database in FY 2022. All application processes are now available for submission online. Applicants without an ability to submit electronically can find the applications on our improved website and can submit the information to the Board in numerous convenient ways.

The Board believes that improving e-government services is necessary not just for the purpose of keeping up with dominant business-process trends but also to increase accessibility to applicants. The Board does not have the resources to establish field offices or to travel extensively, but many applicants live far from Phoenix and would benefit from the ability to attend meetings and hearings by videoconference. Expanding these services would limit the disproportionate impact on applicants who live far from Phoenix. In addition, allowing for hearings by videoconference will enable those who are unable to attend because of health concerns to appear virtually at the hearing ensuring the safety of all participants.

Solutions:

- Identify security and legal issues and, as necessary, receive ASET approval.
- Work with ASET to enhance application processes on the web based interface.
- Approve funding for technology enhancements in future fiscal years.
- Update Board Rules to allow for testimony by videoconference and other electronic means.

Issue 3 Review of statutes

Description A.R.S. §§ 41–1758.03 and 41–1758.07 identify the crimes that require the Department of Public Safety to deny or suspend a fingerprint clearance card. These lists of crimes were developed and modified primarily through collaboration among several state agencies: the Board, the Department of Public Safety, and the agencies that require fingerprint clearance cards. On occasion, these agencies have reviewed the lists to identify new needs and changes to the criminal code and have requested legislative changes and to identify areas where the statutes are not working well.

The Legislature established the central-registry exception process at the Board of Fingerprinting. Since the establishment of the central registry exception in 2012, the Legislature has added new programs to the system of using Central Registry background checks. The statutes for the central-registry exception application process require periodic review and appropriate modification. The Board should review of the process and have a discussion with appropriate stakeholders.

Solutions:

- Hold regular meetings of stakeholders to discuss appropriate modification or clarification of statutes.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	0.0	0.0	0.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	600.0	600.0	600.0
Federal Funds	0.0	0.0	0.0

- ◆ **Goal 1** To make fair and consistent determinations on good-cause-exception applications.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of investigator recommendations for expedited reviews accepted.	99.76	96	99.75	96	96
Percent of applications approved.	98.20	96	98.75	96	96
Explanation: Excludes applications that are closed administratively.					
Percent of approvals by expedited review.	95.06	95	94.21	95	95
Percent of approvals by administrative hearing.	4.94	5	5.79	5	5

◆ **Goal 2** To provide applicants with timely decisions on their good-cause-exception applications.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of good-cause-exception applications received	3435	3500	3988	3600	3700
Number of applications disposed.	3529	3500	3843	3600	3700
Ratio of cases opened to cases closed.	1:1.03	1:1	1:1.96	1:1	1:1
Average number of days to disposition	20.50	30	17	30	30
Average number of days spent processing application.	14.19	20	12	20	20
Average number of days spent processing application from receipt to expedited review.	7.19	12	8	12	12
Average days from expedited review to hearing.	36.66	35	35.71	35	35
Average days from scheduled hearing to hearing decision/completion.	61.90	65	63	65	65
Percent of applications that undergo an expedited review within 20 days (processing time).	100	100	100	100	100
Percent of applications heard within 45 days of expedited review.	100	100	100	100	100
Percent of applications decided within 80 days of hearing.	100	100	100	100	100

◆ **Goal 3** To develop fair and comprehensible rules, policies, and procedures for determining good cause exceptions.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of applications complete on initial submission.	89.32	85	87.38	85	85

Agency Summary

DEPARTMENT OF FORESTRY AND FIRE MANAGEMENT

David Tenney, State Forester
 Phone: (602) 771-1400
 A.R.S. §§ 37-1301 to 37-1426

Mission:

To foster, maintain and enhance collaboration with partners, stakeholders and cooperators to: proactively promote the health and safety of Arizona forests, woodlands, deserts and watersheds; provide leadership and oversight of wildlife response resources; ensure fire safety in public buildings through enforcement of the State Fire Code; and encourage fire-adapted communities.

Description:

In partnership with local, county, state and federal agencies, the Arizona Department of Forestry and Fire Management (DFFM) protects Arizona’s people by: providing coordination and resource response for the suppression and management of wildland fire; delivering education to aid in wildland fire prevention; providing integrated management strategies, technical assistance and information through Forestry programs; collaborating in forest restoration projects; and ensuring fire and life safety through permitting, plan reviews and regular building inspections.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ STATE FORESTER	136,800.3	228,497.5	228,497.5
➤ EASTERN COUNTIES ENVIRONMENT GRANTS	250.0	250.0	250.0
➤ STATE FIRE MARSHAL	1,311.6	2,348.5	2,348.5
Agency Total:	138,361.9	231,096.0	231,096.0
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	47,083.3	129,473.4	129,473.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	91,278.6	101,622.6	101,622.6
Total Funding	138,361.9	231,096.0	231,096.0
FTE Positions	182.4	325.2	325.2

Vision: An Arizona whose people are protected from the threat of fire and whose diverse landscapes are healthy.

Mission: Foster, maintain and enhance collaboration with partners, stakeholders and cooperators to: proactively promote the health and safety of Arizona forests, woodlands, deserts and watersheds; provide leadership and oversight of wildlife response resources; ensure fire safety in public buildings through enforcement of the State Fire Code; and encourage fire-adapted communities.

Agency Description: In partnership with local, county, state and federal agencies, the Arizona Department of Forestry and Fire Management (DFFM) protects Arizona’s people by: providing coordination and resource response for the suppression and management of wildland fire; delivering education to aid in wildland fire prevention; providing integrated management strategies, technical assistance and information through Forestry programs; collaborating in forest restoration projects; and ensuring fire and life safety through permitting, plan reviews and regular building inspections.

Executive Summary: DFFM identified five strategic priorities to reach our vision.

Improve the Natural Environment: Promote and assist in landscape scale and high priority forest restoration throughout Arizona. Implement the Healthy Forest Initiative (HFI) Program and increase effectiveness of the Invasive Plant Program.

Promote Public Safety: Increase overall compliance rates of facilities inspected by the Office of the State Fire Marshal (OSFM).

Increase Fire Management Program Effectiveness and Efficiency: Improve coordination and collaboration with partners for efficient response and use of resources.

Maximizing Agency Effectiveness and Efficiency: Integrate Arizona Management System (AMS) into Agency practices and retrain Leadership to integrate AMS elements.

Hire, Develop and Retain an Informed and Engaged Workforce: Leverage recruiting strategies by participating in more inter-Agency Job Fairs and offering ongoing training and development to all staff.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Improve the Natural Environment	2019	The Healthy Forest Initiative (HFI) Program was implemented in 2021 and has successfully treated more than 10,000 acres. A Master Good Neighbor Authority (GNA) Agreement was signed with the United States Forest Service (USFS) allowing DFFM to implement projects on National Forest System lands. A Memorandum of Understanding (MOU) was signed with Coconino and Tonto National Forests to treat an additional 3000-5000 acres in high priority watersheds and communities.
2	Promote Public Safety	2016 Updated 2023	The Office of the State Fire Marshal (OSFM) will be transitioning to and implementing a Salesforce database platform. The technology upgrade will increase overall efficiency and productivity for streamlined administration of Fire Prevention and Life Safety programs in the state of Arizona.
3	Increase Fire Management Program Effectiveness and Efficiency	2018	Basic cost share training for Fire Staff personnel was completed. Negotiations with the Federal government allowed for more frequent invoicing. Ongoing training is being held to improve overall reporting quality.
4	Maximize Agency Effectiveness and Efficiency	2016 Updated 2022	Worked with Government Transformation Office (GTO) to successfully establish a regular meeting cadence and conduct AMS Refresh trainings. Integrated AMS elements and utilized Leader Standard Work. Appointed a new AMS Liaison.
5	Hire, Develop and Retain an Informed and Engaged Workforce	2019	Successfully implemented Agency wide teleworking in 2020. Increased Employee Engagement Survey responses and was above State Agency average for second consecutive year. Created Human Resources Flow Board for visual performance management.

Department of Forestry & Fire Management

Fiscal Year 2023 Strategic Plan

Current Annual Focus

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
#1a	Increase the number of acres treated using the Healthy Forest Initiative (HFI) Program. (Breakthrough)	<ul style="list-style-type: none"> Dollars Encumbered Under Grant Program Number of Acres Treated Number of Projects Accomplished in the Wildlife Urban Interface (WUI) % of HFI Milestones Completed 	Expand HFI Program through leveraging Federal and State funds to maximize acres treated. Continue to utilize the SRP funding partnership to accomplish additional Forest and Watershed restoration on USFS Land. <ul style="list-style-type: none"> Year 2: HFI Rolled out at 100% Distribute Hazardous Fuels Reduction Report to present Annual Accomplishments (Acres Planned, Treated, Project Benefits, etc.)
#1b	Increase the number of acres treated in priority areas for Invasive Plant Treatment.	<ul style="list-style-type: none"> Dollars Encumbered Under Grant Program Number of Acres Under Agreement/Plan in Priority Areas Dollars of Federal Funding Leveraged 	Enhance the multi-year State funded Invasive Plant Species Eradication Program. <ul style="list-style-type: none"> Implement Year 1 of Invasive Plant Program Strategic Plan created in 2021 Conduct outreach to partners and stakeholders
#1c	Increase acres treated under the USFS Good Neighbor Authority (GNA).	<ul style="list-style-type: none"> Number of Acres Under GNA Agreements Number of GNA Acres Treated 	A master GNA Agreement was signed with the USFS Region 3 and MOUs have been signed with Coconino and Tonto National Forests. <ul style="list-style-type: none"> Develop and execute Supplemental Project Agreements with USFS to specify GNA Projects to be implemented Year 1
#2	Identify availability of inspection results by Letters of Appointment (LOA) partners. Increase the % of On Time Inspections.	<ul style="list-style-type: none"> % of Fire Safety Inspections Resulting in Fire Code Compliance % of On Time Inspections per NFPA Guidelines 	Implement Salesforce database platform to increase efficiency and productivity. <ul style="list-style-type: none"> Utilize additional staff to increase the % of Fire Safety Inspections Resulting in Fire Code Compliance Increase the % of On Time Inspections per NFPA Guidelines
#3	Track local cooperators cost share obligations. Improve cost share negotiations and outcomes. Continue to develop a Return-On-Investment model for values at-risk protected vs fire suppression dollars spent.	<ul style="list-style-type: none"> Cooperator's Cost Share on 100% of Fires Within Cooperator's Jurisdiction Cost Comparison Between FEMA Eligible vs FEMA Ineligible Fires 	Continuous training for mid-management Fire staff. <ul style="list-style-type: none"> Develop a common cost share program between cooperators and Federal partners Develop cost share methodology focusing on FEMA Eligible vs FEMA Ineligible Fires
#4	Increase the number of staff trained in AMS tools throughout the Agency. Increase AMS Assessment Score.	<ul style="list-style-type: none"> % of Staff Trained In AMS Tools AMS Assessment Score Average Time to Reimburse Cooperators for a State Fire 	Retrain Leadership via sequence of AMS Refresh Sessions and involve End Users on new processes and problem solving. <ul style="list-style-type: none"> Integrate AMS elements into Agency practices and utilize Leader Standard Work Increase Visual Performance Management elements with Flow Boards and 5S Signage
#5	Fill new positions authorized in FY23	<ul style="list-style-type: none"> % of Authorized New Positions Filled 	Develop, implement and maximize new recruiting strategies

5 Year Plan

Issue 1 Improving the natural environment.

Description Promote and assist in landscapescale and forest restoration throughout Arizona. Increase the effectiveness of our Healthy Forest Initiative and invasive plant treatments.

Solutions:

- The successful award of a 4 Forest Restoration Initiative (4FRI) contract to treat 30,000 - 40,000 acres per year for 20 years.
- Increase number of acres treated for invasive plant eradication.
- Implement the Healthy Forest Initiative.

Issue 2 Promoting public safety.

Description Increase overall compliance rates of facilities inspected by the Office of the State Fire Marshal.

Solutions:

- Building inspection frequency and plan review requirements re-established.
- Community risk assessment, inspections based on code requirements.

Issue 3 Increase fire management program effectiveness and efficiency.

Description Improve coordination and collaboration with partners for efficient response and use of resources.

Solutions:

- Increase percent of DFFM staff trained in resource utilization and cost-sharing negotiation.
- Increase percent of cooperator agreements that have standardized equipment rates.

Issue 4 Maximize agency effectiveness and efficiency.

Description Integrate the Arizona Management System (AMS) into agency practices and conduct a thorough analysis of DFFM activities.

Solutions:

- Increase percent of staff trained in and utilizing AMS tools.
- Increase AMS maturity score.

Issue 5 Hire, develop and retain an informed and engaged workforce

Description Human resources engage the workforce with teleworking, while creating a training curriculum that is consistent.

Solutions:

Percentage of workforce participating and compliance of teleworking.

Percentage of staff trained.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	235.5	235.5	235.5
General Fund	48,809,100.0	48,809,100.0	48,809,100.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	6,000,000.0	6,000,000.0	6,000,000.0

Program Summary

STATE FORESTER

David Tenney, State Forester
 Phone: (602) 771-1400
 A.R.S. §§ 37-1301 to 37-1426

Mission:

To foster, maintain, and enhance collaboration with partners, stakeholders, and cooperators to: proactively promote the health and safety of Arizona's forests, woodlands, deserts, and watersheds; encourage fire-adapted communities; provide leadership and oversight of resources in wildfire response; and ensure fire safety in public buildings through the enforcement of the state fire code.

Description:

The Arizona Department of Forestry and Fire Management (DFFM) in partnership with local, county, state, and federal agencies, protects Arizona's people by: providing coordination and resource response for the suppression and management of wildland fire; delivering education to aid in the prevention of wildland fire; providing information, education, technical assistance, and integrated management strategies through forestry programs; collaborating in forest restoration; and ensuring fire and life safety through regular building inspections, permitting, and plan reviews.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	45,521.7	126,874.9	126,874.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	91,278.6	101,622.6	101,622.6
Total Funding	136,800.3	228,497.5	228,497.5
FTE Positions	170.5	305.2	305.2

◆ **Goal 1** To improve the natural environment.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Acres under agreement/plan for the HVR program.	3843	2000	0	0	0

◆ **Goal 2** To hire, develop and retain an informed and engaged workforce.

◆ **Goal 3** To increase fire management program effectiveness and efficiency.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of cooperator's cost share	0	0	60	100	100

Program Summary

EASTERN COUNTIES ENVIRONMENT GRANTS

David Tenney, State Forester
 Phone: (602) 771-1400
 FILL IN

Mission:

To foster, maintain, and enhance collaboration with partners, stakeholders, and cooperators to: proactively promote the health and safety of Arizona's forests, woodlands, deserts, and watersheds; encourage fire-adapted communities; provide leadership and oversight of resources in wildfire response; and ensure fire safety in public buildings through the enforcement of the state fire code.

Description:

The Arizona Department of Forestry and Fire Management (DFFM) in partnership with local, county, state, and federal agencies, protects Arizona's people by: providing coordination and resource response for the suppression and management of wildland fire; delivering education to aid in the prevention of wildland fire; providing information, education, technical assistance, and integrated management strategies through forestry programs; collaborating in forest restoration; and ensuring fire and life safety through regular building inspections, permitting, and plan reviews.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	250.0	250.0	250.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	250.0	250.0	250.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To pass through all funding appropriated for this purpose.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Maintain the percentage of funding appropriated for this purpose that passes through.	0	100	100	100	100

Program Summary

STATE FIRE MARSHAL

David Tenney, State Forester
Phone: (602) 771-1400
A.R.S. §§ 37-1301 to 37-1426

Mission:

To foster, maintain, and enhance collaboration with partners, stakeholders, and cooperators to: proactively promote the health and safety of Arizona's forests, woodlands, deserts, and watersheds; encourage fire-adapted communities; provide leadership and oversight of resources in wildfire response; and ensure fire safety in public buildings through the enforcement of the state fire code.

Description:

The Arizona Department of Forestry and Fire Management (DFFM) in partnership with local, county, state, and federal agencies, protects Arizona's people by: providing coordination and resource response for the suppression and management of wildland fire; delivering education to aid in the prevention of wildland fire; providing information, education, technical assistance, and integrated management strategies through forestry programs; collaborating in forest restoration; and ensuring fire and life safety through regular building inspections, permitting, and plan reviews.

This Program Contains the following Subprograms:

- ▶ State Fire Marshal
- ▶ Fire School

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,311.6	2,348.5	2,348.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,311.6	2,348.5	2,348.5
FTE Positions	11.9	20.0	20.0

Subprogram Summary

STATE FIRE MARSHAL

David Tenney, State Forester
Phone: (602) 771-1400
A.R.S. §§ 37-621 to 37-661

Mission:

To foster, maintain, and enhance collaboration with partners, stakeholders, and cooperators to: proactively promote the health and safety of Arizona's forests, woodlands, deserts, and watersheds; encourage fire-adapted communities; provide leadership and oversight of resources in wildfire response; and ensure fire safety in public buildings through the enforcement of the state fire code.

Description:

The Arizona Department of Forestry and Fire Management (DFFM) in partnership with local, county, state, and federal agencies, protects Arizona's people by: providing coordination and resource response for the suppression and management of wildland fire; delivering education to aid in the prevention of wildland fire; providing information, education, technical assistance, and integrated management strategies through forestry programs; collaborating in forest restoration; and ensuring fire and life safety through regular building inspections, permitting, and plan reviews.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,035.8	2,059.4	2,059.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,035.8	2,059.4	2,059.4
FTE Positions	11.0	19.0	19.0

◆ **Goal 1** To promote public safety.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of customer buildings compliant with the state fire code.	48.42	75	48	75	75

Subprogram Summary	
FIRE SCHOOL	
David Tenney, State Forester	
Phone: (602) 771-1400	
A.R.S. §§ 37-1301 to 37-1426	

Mission:

To foster, maintain, and enhance collaboration with partners, stakeholders, and cooperators to: proactively promote the health and safety of Arizona's forests, woodlands, deserts, and watersheds; encourage fire-adapted communities; provide leadership and oversight of resources in wildfire response; and ensure fire safety in public buildings through the enforcement of the state fire code.

Description:

The Arizona Department of Forestry and Fire Management (DFFM) in partnership with local, county, state, and federal agencies, protects Arizona's people by: providing coordination and resource response for the suppression and management of wildland fire; delivering education to aid in the prevention of wildland fire; providing information, education, technical assistance, and integrated management strategies through forestry programs; collaborating in forest restoration; and ensuring fire and life safety through regular building inspections, permitting, and plan reviews.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	275.8	289.1	289.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	275.8	289.1	289.1
FTE Positions	0.9	1.0	1.0

◆ **Goal 1** To provide fire training.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Dollars (in thousands) passed thru to fire school.	100	100	200	200	200

Agency Summary

BOARD OF FUNERAL DIRECTORS AND EMBALMERS

Natasha Culbertson, Executive Director
Phone: (602) 542-8152
A.R.S. §§ 32-1301 et seq.

Mission:

To maintain and enforce a set of standards that provide protection for the health, safety, and welfare of Arizona citizens by educating consumers and actively and impartially regulating licensees that provide funeral goods and services.

Description:

The Board of Funeral Directors and Embalmers examines and licenses individuals that provide funeral goods and services. The Board also receives complaints against licensees, investigates allegations, and administratively adjudicates complaints.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	332.4	494.8	541.3
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	332.4	494.8	541.3
FTE Positions	4.0	4.0	4.0

5 Year Plan

Issue 1 Seek rule moratorium exemption to eliminate and improve clarity and verbiage of antiquated rules.

Description There are several rules that need to be eliminated or changes to reflect current industry practice and issues.

Solutions:

The Executive Director will seek to have these rules amended.

Issue 2 Seek to improve the E-Licensing process so that the basic functionality meets the needs of all users.

Description Since going live with an online licensing process, the Board of Funeral Directors and Embalmers has continued to work with ADOA ASET to correct problems within the system. The database should not be proprietary; however, if users are not utilizing Google Chrome as their browser, they are not able to upload necessary documents within the system. Additionally, the online process does not support the use of any device other than a personal computer. The Board continues to have issues with the database processing applications for licensure, which are impeding the overall process. The way the database was implemented leaves Board staff unable to correct many of the problems that arise in the system. The result of Board staff not being able to correct many problems leaves the only option of creating a ticket that is sent to ADOA ASET every time a problem needs to be addressed.

Solutions:

The Board appears to have no choice other than continuing to work with ADOA ASET, and all other Boards involved in this new online process. We will carry on the pursuit to identify how best to continue implementation of a working E-Licensing process that will benefit all users in the state. ASET is handling all negotiations with programing and those with administrative privileges, utilizing their expertise in technology in an effort to correct the current inefficiencies, resolve problems, and assist the Boards.

Issue 3 Seek rule moratorium exemption to amend the current requirement for Continuing Education for licensed Funeral Directors and Embalmers.

Description Currently, licensed Funeral Directors and Embalmers are required to complete twelve hours of Continuing Education annually. This is not in line with national standards and should be reduced to six hours annually.

Solutions:

The Executive Director will seek to have rules amended to reduce the requirement for Continuing Education hours from twelve to six annually for licensed Funeral Directors and Embalmers.

Issue 4 Seek rule moratorium exemption to amend several items directly related to going paperless and moving all processes online.

Description There are several rules that need to be changed in accommodating the Board’s new E-Licensing process. There are many requirements for a notarized signature that could easily be replaced with online signatures or attestation.

Solutions:

The Executive Director will seek to have the rules amended that impede the online, paperless initiative.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	4.0	4.0	4.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	494.8	494.8	494.8
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
New Applications received	200	225	184	184	184
Licenses issued including renewals	1858	1875	1788	1788	1788
Applications denied	3	0	1	1	1
Average days to process license	60	60	60	60	60
Number of investigations	57	70	60	60	60
Number of inspections	84	75	76	76	76
Number of complaints received	57	80	60	60	60
Average number of days to investigate	136	130	130	130	130
Average number of days to renew license	15	10	5	5	5

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of consumers receiving pamphlet determined through information received through complaint investigations.	100	100	100	100	100
Disciplinary action resulting from continuing education violations	0	0	0	0	0
Number of inspections conducted to detect deficiencies or possible violations.	84	75	76	76	76

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Complaints processed	57	80	60	60	60
Disciplinary actions taken	2	8	4	4	4
Completed establishment inspections	84	75	76	76	76
Number of complaints received	57	80	60	60	60
Average days to investigate complaint	136	130	130	130	130
Number of licenses	1858	1875	1788	1788	1788

Agency Summary

GAME AND FISH DEPARTMENT

Ty Gray, Director

Phone: (623) 236-7279

A.R.S. §§ 17-201 et seq.; 5-311 et seq.; 28-1176 et seq.

Mission:

To conserve Arizona's diverse wildlife resources and manage for safe, compatible outdoor recreation opportunities for current and future generations.

Description:

The Arizona Game and Fish Department (AGFD) carries out its mandates under the policy direction of the Arizona Game and Fish Commission. State law mandates that the Department manage Arizona's wildlife resources, regulate watercraft use, and enforce off-highway vehicle laws. The Department enforces laws that protect wildlife, public health, and safety, and it provides safety education programs and information.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ CENTRAL ADMINISTRATIVE	20,566.7	25,778.8	27,528.8
➤ WILDLIFE CONSERVATION	97,118.1	102,923.2	104,423.2
➤ RECREATION	19,143.0	22,518.6	22,518.6
Agency Total:	136,827.8	151,220.6	154,470.6
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	59,493.1	51,987.0	55,237.0
Other Non Appropriated Funds	77,334.7	99,233.6	99,233.6
Total Funding	136,827.8	151,220.6	154,470.6
FTE Positions	580.8	676.8	676.8

Vision: To be the national conservation leader supporting the continuation of the North American Model of Wildlife Conservation and Arizona’s most trusted, respected and credible source for wildlife conservation products, services and information.

Mission: To conserve Arizona’s diverse wildlife resources and manage for safe, compatible outdoor recreation opportunities for current and future generations.

Agency Description: The Department carries out its mandates under policy direction of the five-member Arizona Game and Fish Commission. The Department is part of the executive branch of Arizona state government. State law mandates that the Department manage Arizona’s wildlife resources, regulate watercraft use and enforce off-highway vehicle laws. Implementing rules and policies, the Department: takes actions to conserve; preserve; manage wildlife; enforce laws that protect wildlife, public health and safety; and provide information and safety education programs.

Executive Summary: Multi-Year strategies are built around the Commission Priority of **Fiscal Sustainment**; the Department’s two lines of business: **Wildlife Conservation** and **Recreation**; and **Modernizing Technological Infrastructure**. All while facing challenges to the Commission and Department’s authority to manage wildlife.

Being an agency that receives no general fund tax dollars and to ensure financial sustainability into the future, the Department is developing and beginning to implement entrepreneurial business models to generate new revenue and to recover or reduce costs.

Wildlife Conservation is subdivided into two programmatic areas: Aquatic and Terrestrial Wildlife, and share many issues and goals. Recreation is subdivided into four programmatic areas: Wildlife Recreation, Shooting Sports, Watercraft, and Off-Highway Vehicle Recreation.

To perform our Mission, communicate, engage, and do business with our customers at the level of a pioneering Conservation Agency, the Department is continuing to promote and move services online and to develop the most updated and innovative information and technology services and systems.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Ensure financial sustainability to fund critical work	2018	<p>New products and services like the Ethically Hunting AZ online course and a new limited entry permit-tag hunt expanded opportunities for customers and generated over \$1.6M in new revenue.</p> <p>Partnerships with private enterprise increased conservation capacity, recreation, and financially contributed over \$250K. With one resulting in an Arizona Forward Governor's award.</p> <p>A dedicated volunteer force contributed over 75K hours to further the Department’s Mission. Over half of those hours are utilized as match for Federal grants and equivalent to over 35 FTE’s.</p>
2	Manage Arizona’s diverse wildlife resources and conserve their habitats	*2021	<p>Over 100 planned and opportunistic wildlife translocation actions included 26 species, 11 listed as Threatened or Endangered.</p> <p>Drought response included multiple translocations of Threatened Chiricahua leopard frogs. Threatened San Bernardino springsnails collected from the last occupied site in the USA to establish a captive population.</p>
3	Provide safe, ethical, responsible, and diverse outdoor recreational opportunities	*2021	<p>Partnering with the State Land Department and Lessees, recreational access restored to 195,630 acres by resolving 96 unauthorized closures.</p> <p>Federal Finding of No Significant Impact, funds and supports Department hatchery operations and sportfish stocking over the next 10 years.</p>
4	Modernize technological infrastructure	*2021	<p>100% of License vendors transitioned to providing online licenses to customers.</p> <p>Increasing customer service and convenience, the Department initiated license auto renewal, a customer ID retrieval tool and launched PointGuard Plus.</p>

Game and Fish Department

Fiscal Year 2023 Strategic Plan 2-pager

Current Annual Focus

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase Discretionary Revenue	% License Holders Utilizing Auto Renewal	Agency Breakthrough Metric. Establish baseline and evaluate use since launch. Develop ways to promote, evaluate associated customer retention and new customer acquisition cost savings. Communicate the actions, problem solving process and progress with a new A3.
		Revenue Produced at Ben Avery Shooting Facility	Expand public hours of operation with opportunities to shoot archery, rifle, pistol, and shotgun 6 days a week. Complete the next phase of a \$1M waterline project.
1	Build workforce capacity while increasing financial agility	Volunteer Value in Dollars	Expand volunteer match supporting the Department's CMS Grant by working to increase the number of volunteer opportunities, recruit new volunteers, and increase volunteer workforce engagement.
2	Actively manage and conserve Arizona's wildlife	Number of Sites for Wildlife Population Enhancement actions	Coordinate with the Fish and Wildlife Service for an approved 10 year Biological and Conference Opinion to support the conservation activities of 123 species.
		Number of Wildlife Waters Redeveloped	Finalize and implement new drought contingency plan for wildlife waters, update Department wildlife water standards, and standardize the process for the prioritization of waters catchments identified for redevelopment in current and subsequent fiscal years.
2	Habitat Conservation	Number of Acres of Habitat Improved	Develop a statewide prioritized habitat enhancement plan for projects that strategically position the Department for opportunistic external grant funding.
3	Provide safe recreational opportunities	Number of Hatchery Improvement Stages Completed	Complete identified projects at the Bubbling Ponds, Silver Creek, and Tonto Creek Hatcheries with the approved one-time appropriation from the Game and Fish Fund.
		Pounds of Sportfish Stocked	Improve the quality of fish and enhance customer satisfaction by increasing the size of sportfish produced at the Tonto Creek Hatchery by 20%. Renew and evaluate the vendor contract for sportfish purchases.
		Number of Days to Complete Boating Facility Requests	Execute agreements with governmental partners to allow the Dept. to facilitate repairs at their boating facilities to remain open and functional for public use.
		Number of Officer Field Days	Transition to a continuously open recruitment process for Department Officers.
3	Increase digital engagement across multiple platforms	Number Digitally Reached	Onboard 3 additional Facebook groups to provide a platform for people to connect and engage, and share information relevant to their communities.
4	Develop the Wildlife Conservation System (Enterprise Resource Planning)	Number of Legacy Systems Transitioned	Continue to transition from legacy systems. Approved systems to migrate next include Sales and Finance Reporting, Customer Admin Screens, and License Dealer Systems.

Issue 1 Active Wildlife Conservation in a state that is diverse, culturally and in wildlife-related interests

Description The ability of the Department to effectively represent current public interests is being tested by an ongoing societal shift in the way people value and interact with wildlife. The Department conserves game, sport fish and nongame wildlife species, primarily using revenues from discretionary spending of customers relating to hunting and fishing license sales. There has been growth in other forms of wildlife-related recreation, such as wildlife viewing. Although valuable and contributory to local economies, these activities (e.g. wildlife viewing) provide little direct revenue for the Department. Tied to these trends is the increasing interest in providing input in how wildlife is managed. People have many different preferences for wildlife-related programs and services. Greater diversity in viewpoints has contributed to increased conflict, as well as contradictory social values among stakeholders. Because of these challenges, the Department will continue to endure challenges to its authority through mechanisms such as legislation, ballot initiatives and public referenda.

Adding to the challenges are demographic changes that have led to greater ethnic diversity and a more urbanized society. Given the growing influence of minorities, engaging those communities in the Department's management is important to the Department's future. The long-term success of the Department is contingent upon its ability to reach and provide services for audiences that are diverse, both in terms of their cultural heritage as well as their wildlife-related interests.

Solutions:

- Maintain State's authority to conserve wildlife
- Encourage partner-hosted wildlife recreation events.
- Pursue funding to enhance wildlife viewing opportunities.
- Identify and reduce the barriers to participation in wildlife-related recreation.
- Encourage greater participation in commission meetings by holding them in various regions of the state and offer electronic means to participate for those that cannot attend.
- Perform social science research to achieve a greater understanding of the Department's constituency.
- Execute programs designed to engage ethnically diverse audiences.
- Ensure broad-based public input into hunt guidelines and recommendations, and Commission Orders.
- Provide law-enforcement to enhance wildlife conservation and public safety.
- Collaborate with other Arizona state agencies to address public resource issues.

Issue 2 Maintain and improve wildlife habitats

Description There are extensive demands on natural resources. The State is not out of its long-term drought yet, and severe wildfires over the past decade have significantly impacted wildlife habitats. Arizona is also still one of the fastest growing states, and urban sprawl, development, and associated infrastructure can negatively impact wildlife. This trend is expected to continue. Invasive species, feral ungulates, and wildlife disease outbreaks are increasingly causing problems. Habitat loss, fragmentation, and continued threats to the health and diversity of these habitats create challenges for the Department's wildlife management efforts. The Department must use its limited resources efficiently to maintain and improve habitats for Arizona's wildlife through habitat enhancements, sustainable land-use, water catchment development, wildlife translocations, and other means. Partnerships and cooperation with federal, state, tribal and local governments, conservation and recreational organizations, private landowners, and individual citizens will be crucial to future success.

Solutions:

- Secure and manage land and water for wildlife conservation and recreation.
- Seek to avoid, minimize or mitigate impacts to wildlife resources.
- Actively conserve statewide wildlife corridors and habitats through partnerships, policy, and direct conservation actions.
- Collaborate with private, federal, state, municipal, and other land and water management interests to ensure that the needs of wildlife and wildlife habitats are considered during long and short range planning processes.
- Develop plans, recommendations, and guidelines for mitigating losses or for enhancement of fish and wildlife populations and their habitats.
- Develop wildlife water sources to alleviate this limiting factor of wildlife in arid portions of Arizona.
- Reduce the impacts of introduced invasive species.
- Encourage landowners to utilize their land that is compatible with wildlife.
- Limit the impacts of off-highway vehicles on habitat.
- Reduce the transference of aquatic invasive species between water bodies.

Issue 3 Ensure financial sustainability to fund critical work

Description The Department receives no General Fund tax dollars, funding received by the Department to support wildlife management and recreation, and shooting sports, watercraft and OHV management is linked to expenditures of the public's discretionary funds. Revenues, whether from the purchase of licenses, tags or stamps, lottery tickets, gaming, watercraft registrations or off-highway vehicle decals are a result of discretionary purchases by the public. Recent events have increased some revenue sources and the Department is in a unique position to recruit, retain and reactivate customers and their associated discretionary dollars.

The Department also receives significant federal funding from discretionary purchases made from hunters, anglers, and recreational watercraft users that is distributed by the US Fish and Wildlife Service's Wildlife and Sportfish Restoration Program to each State's fish and wildlife agency. However, ineligible use or loss of control of Department license revenue, equipment, property or staff would result in the State of Arizona being placed "in diversion" causing the loss of this funding annually apportioned to the Department.

Solutions:

- Develop entrepreneurial business models to secure adequate funding to support wildlife conservation and manage recreation.
- Maintain authority to set license structure by rule.
- Leverage partnerships with business, industry and nonprofit organizations to increase wildlife conservation capacity, funding and recreational opportunities.
- Foster a culture of individual fiscal responsibility and accountability.
- Encourage employee innovation and pilot and implement ideas with potential.
- Improve systems to enhance monitoring of budget and expenditures, and to ensure transparency.
- Modernize technological infrastructure to improve efficiencies in operations.
- When required, enforce the use of licenses, tags, watercraft registrations and off-highway vehicle decals.
- Monitor for actions that may result in the State of Arizona being placed in diversion and the loss of Federal funds to the Department.

Issue 4 Customer Service and Engagement

Description To retain existing customers and recruit new ones, the Department is focused on continuous improvement. Setting targets, tracking performance and employing necessary counter measures to close gaps are tools that allow the Department to protect public trust assets, ensure fiscal accountability, improve compliance with appropriate laws and regulations, all while protecting employees and customer health and safety to effectively maximizes value to customers while minimizing waste.

The Department must also be responsive to sometimes conflicting constituent desires, and must balance those desires with science-based management decisions and available financial resources. Arizona has the highest wildlife diversity of any inland state (over 800 species are native). Conserving and restoring wildlife diversity, on a landscape shared with humans, is fraught with controversy, legal implications and social barriers. Some Department wildlife management programs focus on identifying threats and stressors and reducing their effects. Ultimately, the Department aims to keep common species common and to conserve and restore imperiled species in the public trust.

Solutions:

- Promote and communicate to local and state entities, the economic value of hunting, fishing, wildlife and other outdoor-related recreation.
- Expand alliance with business and industry to support wildlife conservation and recreation.
- Provide services online and decrease wait times for customers.
- Improve processes and evaluate results.
- Provide information and education regarding wildlife and recreation.
- Make data-driven decisions.

Issue 5 Effective Workforce

Description Implementation of the Department’s Mission, values and competencies demands a professional and well-trained work force that reflects the diversity of Arizona.

To manage operations consistent with revenue, full-time employees, temporary workforce (part-time employees, interns and volunteers) play an important role in helping the Department meet the goals and objectives to manage wildlife and provide wildlife recreational opportunity for current and future generations.

Solutions:

- Cultivate an engaged, highly productive workforce to accomplish Agency objectives.
- Increase volunteer opportunities by implementing recruitment, communication, and technology strategies to extend the mission and capacity of the Agency.
- Develop future leaders.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	623.0	623.0	623.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	55,237.0	55,237.0	55,237.0
Non-Appropriated Funds	43,743.4	43,743.4	43,743.4
Federal Funds	55,490.2	55,490.2	55,490.2

Program Summary

CENTRAL ADMINISTRATIVE

Tom Finley, Deputy Director
 Phone: (623) 236-7279
 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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	9,213.6	14,265.9	16,015.9
Other Non Appropriated Funds	11,353.1	11,512.9	11,512.9
Total Funding	20,566.7	25,778.8	27,528.8
FTE Positions	87.8	114.6	114.6

◆ **Goal 1** To ensure financial sustainability to fund critical work.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
To increase discretionary revenue 1.5 million dollars from new contributing sources.	1,575,692	1,500,000	3,694,454	1,500,000	1,500,000

Explanation: This metric is retired for scorecard reporting but remains a Commission priority and metric for the Department.

Expand opportunities, engagement and contributions of volunteers. Eligible time used as dollar match, supporting the Department's Comprehensive Management System Grant.	0	1,189,000	1,396,506	1,814,850	0
Percent of eligible license holders utilizing license auto renewal.	0	0	0	10	0

◆ **Goal 2** To modernize technological infrastructure.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of milestones completed in the process of transitioning approved systems from legacy systems.	0	0	0	31	0

Program Summary

WILDLIFE CONSERVATION

Clay Crowder, Assistant Director
Phone: (623) 236-7666
A.R.S. §§ 17-101 et seq;

Mission:

To conserve Arizona's diverse wildlife resources for current and future generations.

Description:

The Wildlife Conservation Program conserves wild mammals, birds, fish, reptiles, amphibians, mollusks and crustaceans. The Department organizes these types of wildlife into game, nongame and sportfish, each represented in its own subprogram. Additionally, this program houses the wildlife conservation subprogram that provides essential functions to enable other wildlife conservation subprograms. These support services include: enforcing of laws meant to conserve wildlife, providing governance, conserving habitat, conducting research, and providing public education.

This Program Contains the following Subprograms:

- ▶ Wildlife Conservation
- ▶ Game Wildlife Program
- ▶ Sportfish Program

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	42,644.4	29,625.6	31,125.6
Other Non Appropriated Funds	54,473.7	73,297.6	73,297.6
Total Funding	97,118.1	102,923.2	104,423.2
FTE Positions	398.9	443.0	443.0

Subprogram Summary

WILDLIFE CONSERVATION

Clay Crowder, Assistant Director
Phone: (623) 236-7302
A.R.S. §§ 17-101 et seq;

Mission:

To conserve Arizona's diverse wildlife resources for current and future generations.

Description:

The wildlife conservation subprogram provides support services to the other subprograms within the Wildlife Conservation Program. Specifically this subprogram enforces laws meant to conserve wildlife, provides governance, conserves habitat, conducts research, and provides public education.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	27,320.8	21,909.2	23,409.2
Other Non Appropriated Funds	9,550.2	17,002.6	17,002.6
Total Funding	36,871.0	38,911.8	40,411.8
FTE Positions	108.5	165.8	165.8

◆ **Goal 1** To actively manage and conserve Arizona's wildlife.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of sites for wildlife population enhancement actions	96	64	103	84	81
Number of wildlife waters redeveloped.	0	21	24	20	0

Subprogram Summary
GAME WILDLIFE PROGRAM
Josh Avey, Terrestrial Wildlife Branch Chief Phone: (623) 236-7385 A.R.S. §§ 17-101 et seq;

Mission:
To manage game wildlife populations and their habitats to maintain the natural diversity of Arizona, and to manage for game wildlife oriented recreation opportunities.

Description:
Arizona is host to many species of wildlife. Those mammals and birds which are actively hunted are considered game animals. Hunting can be a management tool for the Department and is an important recreational past-time and valued heritage for those who participate. Management of game includes inventory of game populations and regulation of harvest to provide sustained recreational opportunities. Management also includes assessing habitat conditions, evaluating formerly occupied habitat for potential re-introduction of species, enforcing regulations, and providing input on land management actions that potentially impact game habitats. The program also emphasizes the need to recruit and retain hunters so that the Department has managed hunts available as a management tool.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	15,323.6	7,716.4	7,716.4
Other Non Appropriated Funds	44,923.5	56,295.0	56,295.0
Total Funding	60,247.1	64,011.4	64,011.4
FTE Positions	290.4	277.2	277.2

◆ **Goal 1** To perform habitat conservation.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Habitat improvement (Acres)	634,586	575,000	619,332	705,000	775,000

Subprogram Summary
SPORTFISH PROGRAM
Julie Carter, Aquatic Wildlife Branch Chief Phone: (623) 236-7259 A.R.S. §§ 17-101 et seq;

Mission:
To maintain, manage, and enhance the quality, availability, and diversity of sportfishing opportunities; and disseminate information about Arizona's sportfish and sportfishing opportunities.

Description:
The sportfish subprogram is contained within the Aquatics Branch. This subprogram is responsible for sportfish management, production at hatcheries, community fishing opportunities, monitors water quality, and maintaining compliance with federal regulations.

◆ **Goal 1** To perform active wildlife conservation and safe recreational opportunities.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of hatchery improvement stages completed.	0	0	0	22	0

Program Summary	
RECREATION	
Tony Guiles, Assistant Director Phone: (623) 236-7280 A.R.S. §§ 17-101 et seq; 5-311 et seq; 28-1176 et seq	

Mission:

To manage for safe, compatible outdoor recreation opportunities for current and future generations.

Description:

The Recreation Program assists Arizonan's as they enjoy wildlife compatible outdoor recreation. This is accomplished by activities within each subprogram, in addition to a recreation subprogram that provide essential functions such as enforcing public safety laws, providing governance, ensuring access to recreation, and providing public information.

This Program Contains the following Subprograms:

- ▶ Recreation
- ▶ Wildlife Recreation
- ▶ Shooting Sports
- ▶ Watercraft
- ▶ Off highway Vehicle

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	7,635.1	8,095.5	8,095.5
Other Non Appropriated Funds	11,507.9	14,423.1	14,423.1
Total Funding	19,143.0	22,518.6	22,518.6
FTE Positions	94.1	119.2	119.2

Subprogram Summary	
RECREATION	
Tony Guiles, Assistant Director Phone: (623) 236-7280 A.R.S. §§ 17-101 et seq; 5-311 et seq; 28-1176 et seq	

Mission:

To manage for safe, compatible outdoor recreation opportunities for current and future generations.

Description:

The recreation subprogram provides support to the other subprograms within the Recreation Program. Specifically, this subprogram provides support services such as enforcing public safety laws, providing governance, ensuring access to recreation, and providing public information.

◆ **Goal 1** To provide safe recreational opportunities.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of days in the field Department Officers perform biological and law enforcement activities to enhance wildlife conservation and public safety.	10,402	10,488	11,691	10,488	0
Increase digital reach to 1.75 million people each month for the Department's official social media channels.	0	1,000,000	1,868,166	1,750,000	0

Explanation: FY22 Actual is the monthly average.

Subprogram Summary	
WILDLIFE RECREATION	
Scott Lavin, Wildlife Recreation Branch Chief Phone: (623) 236-7188 A.R.S. §§ 17-101 et seq;	

Mission:

To provide a wide range of wildlife-related recreational opportunities to accommodate the diverse wildlife interests of Arizonans.

Description:

The Wildlife Recreation subprogram seeks to create wildlife-related recreation opportunities and develop wildlife recreationists. The Wildlife Recreation subprogram accomplishes this by guiding agency operations and developing partnerships with external organizations. It also provides progressive, incremental, effective programs to recruit, develop, and retain hunters, recreational shooters, anglers, and wildlife viewers in Arizona.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	4,211.0	3,411.1	3,411.1
Other Non Appropriated Funds	2,313.3	2,676.2	2,676.2
Total Funding	6,524.3	6,087.3	6,087.3
FTE Positions	25.9	28.4	28.4

◆ **Goal 1** To ensure financial sustainability to fund critical work and provide safe recreational opportunities.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Stock 750,000 pounds of sportfish.	738,403	750,000	779,880	696,000	700,000

Subprogram Summary

SHOOTING SPORTS

Michael Raum, Shooting Sports Branch Chief
 Phone: (623) 236-7229
 A.R.S. §§ 17-241 et seq;

Mission:

To support the development and operations of safe shooting facilities and programs that will provide a quality experience for a variety of shooting sports activities and events.

Description:

The Shooting Sports subprogram manages the statewide shooting ranges program and commission-owned ranges. The statewide shooting ranges program works with organizations, governments, and unaffiliated shooting ranges to improve shooting experiences, foster public safety, and increase accessibility of shooting opportunities for Arizonans. Commission-owned ranges including the Ben Avery Shooting Facility, the Ben Avery Clay Target Center, and several others are managed, operated, or supported by Department personnel, partners, and volunteers.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	226.1	237.1	237.1
Other Non Appropriated Funds	5,926.6	8,312.3	8,312.3
Total Funding	6,152.7	8,549.4	8,549.4
FTE Positions	37.8	54.1	54.1

◆ **Goal 1** To increase revenue and provide safe recreational opportunities.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
To increase revenue at the Ben Avery shooting facility.	2,717,771	3,100,000	3,155,089	3,100,000	0

Subprogram Summary

WATERCRAFT

Gene Elms, Law Enforcement Branch Chief
 Phone: (623) 236-7307
 A.R.S. §§ 5-311 et seq;

Mission:

To promote safe and responsible recreational use of the state's waterways.

Description:

The Watercraft subprogram makes the rules required to carry out all provisions of A.R.S. Title 5, Chapter 3. The Department regulates the registration and operation of watercraft; provides law enforcement, boating-safety education, boating access, and has jurisdiction for a uniform waterway-marking system; and through partners oversees the use of aids-to navigation, hazard and regulatory markers on the waters of Arizona.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	3,187.1	4,426.3	4,426.3
Other Non Appropriated Funds	1,639.8	1,456.4	1,456.4
Total Funding	4,826.9	5,882.7	5,882.7
FTE Positions	21.6	27.0	27.0

◆ **Goal 1** To provide safe recreational opportunities.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of days to complete boating facility requests.	0	0	0	14	0

Subprogram Summary

OFF HIGHWAY VEHICLE

Gene Elms, Law Enforcement Branch Chief
 Phone: (623) 236-7307
 A.R.S. §§ 17-456 et seq; A.R.S. §§ 28-1176 et seq;

Mission:

To protect habitat and ensure safe and responsible recreational use of Off Highway Vehicles.

Description:

The Off-Highway Vehicle (OHV) subprogram ensures public safety and conservation of wildlife resources related to OHV issues. This is primarily addressed through actions such as informational and educational programs and administering off-road vehicle law enforcement pursuant to Title, 17, Chapter 4, Article 3 and Title 28, Chapter 3, Article 20.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	10.9	21.0	21.0
Other Non Appropriated Funds	1,628.2	1,978.2	1,978.2
Total Funding	1,639.1	1,999.2	1,999.2
FTE Positions	8.8	9.7	9.7

◆ **Goal 1** To increase revenue and provide safe recreational opportunities.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Increase dollars from non-resident Off-Highway Vehicle indicia sales by 5%.	77,718	85,490	137,581	144,456	0

Agency Summary

DEPARTMENT OF GAMING

Janson T. Vogt, Director
 Phone: (602) 771-4263
 A.R.S. § 5-604

Mission:

To ethically and effectively regulate gaming, horse racing, and unarmed combat sports, while ensuring that they are conducted in a socially responsible manner.

Description:

The Arizona Department of Gaming (ADG) is the state agency charged with regulating tribal gaming, racing and pari-mutuel/simulcast wagering, and unarmed combat sports. ADG also provides and supports prevention, education, and treatment programs for people and families affected by problem gambling.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ ENFORCEMENT	11,199.3	18,617.8	18,348.1
➤ CERTIFICATION	2,304.6	2,640.4	2,780.7
➤ DIVISION OF RACING	19,486.2	21,209.4	21,333.7
➤ BOXING	80.7	253.9	259.0
Agency Total:	33,070.8	42,721.5	42,721.5
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	15,759.5	16,956.5	16,956.5
Other Appropriated Funds	13,823.3	22,050.0	22,050.0
Other Non Appropriated Funds	3,488.0	3,715.0	3,715.0
Total Funding	33,070.8	42,721.5	42,721.5
FTE Positions	102.0	155.8	155.8

Vision: World-Class Gaming Regulation for a Stronger Arizona

Mission: To ethically and effectively regulate gaming, horse racing, and unarmed combat sports, while ensuring that they are conducted in a socially responsible manner.

Agency Description: The Arizona Department of Gaming (ADG) is the state agency charged with regulating gaming, racing and pari-mutuel/simulcast wagering, and unarmed combat sports. ADG also provides and supports prevention, education, and treatment programs for people and families affected by problem gambling, through its Division of Problem Gambling (DPG) and 24-hour confidential helpline, 1-800-NEXT-STEP.

Executive Summary: Significant changes occurred to the Gaming Industry leading up to and during Fiscal Year 2022 including the adoption of a new AZ Tribal-State Gaming Compact, the beginning of sports betting in AZ, and changes brought by the federal government in their added regulatory oversight of horse racing. To continue to maintain world-class gaming regulation, in the next five years, ADG will be tasked to implement and oversee the significant changes made to the industries ADG regulates. ADG has identified five strategic priorities to achieve its vision and mission as an enterprise:

- Promote Fair and Effective Regulation While Fostering Social Responsibility
- Strengthen Resource Network
- Provide World-Class Customer Experience
- Increase Operational Effectiveness, Compliance, and Efficiency
- Develop a World-Class Team

Summary of 5-Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Promote Fair and Effective Regulation While Fostering Social Responsibility	FY17	<ol style="list-style-type: none"> 1. Created the equine safety committee, started necropsy protocol, achieved 100% pre-race exams, and implemented new track maintenance requirements in FY22. 2. Finalized negotiations on the amended Compact and its appendices. 3. Drafted, presented, negotiated, and finalized Event Wagering and Fantasy Sports regulations. 4. Awarded inaugural problem gambling grant in FY20 5. Reached over 10M Arizonans with FY22 DPG Campaign
2*	Strengthen Resource Network	FY19	<ol style="list-style-type: none"> 1. Increased problem gambling treatment options. 2. Engaged in multiple shareholder meetings with potential applicants re: event wagering and fantasy sports. 3. Increased external trainings for stakeholders. 4. Problem gambling treatment providers can now be trained and certified online.
3	Provide World-Class Customer Experience	FY15	<ol style="list-style-type: none"> 1. Completed several licensing/certification breakthrough projects resulting in significant lead time reductions. 2. Streamlined Annual Compact Compliance Reviews. 3. Completed Phase 1 and 2 of E-Licensing project. 4. Created real time self exclusion list in FY20.
4	Increase Operational Effectiveness, Compliance, and Efficiency	FY19	<ol style="list-style-type: none"> 1. Implemented a significant # of documented process improvements, resulting in money, time, and resource savings. 2. Conducted initial phase of Internal Compliance Review Program. 3. Created and hired an Event Wagering and Fantasy Sports Unit to oversee the regulation of the new gaming activity. 4. Successfully transitioned and sustained 75% of the workforce to remote working environment.
5	Develop a World-Class Team	FY17	<ol style="list-style-type: none"> 1. Increased Employee Engagement score from 81% engagement in FY17 to 90% in FY20. 2. Completed an Employee Experience breakthrough project in FY22.

*Still a multi-year strategy, but there are no related FY23 objectives

Strategy	FY23 Annual Objectives	Objective Metrics	Annual Initiative
1	Prepare for potential regulatory changes due to the Horseracing Integrity Safety Act (HISA)	% Complete of Racing Rules Project.	1) Draft 2 new sets of racing rules (HISA and Non HISA).
1	Decrease racehorse fatalities	# of Racehorse Fatalities Per 1,000 Starts. % of Pre-race Exams Recorded in Jockey Club Database. % of Horses Scratched (internal). % of Scratches Occurring at Pre-race Exam. % of Pre-race Exams Performed by ADG Staff	2) Begin recording pre-race exams in jockey club database. 3) Implement new standards for scratching horses.
1	Continue establishing regulatory system for event wagering and fantasy sports (EWFS)	% Complete of Audit Program Created.	4) Establish audit programs for EWFS.
1	Emphasize and enhance problem gambling services in response to expanded gaming	# of Self Exclusions. % Complete of Problem Gambling Assessment. % Complete of Problem Gambling for Casino Employees Training. # of Casino Employee Trainings Complete. # of Treatment Provider Client Intakes	5) Conduct a Division of Problem Gambling assessment as required in Appendix M in the Compact. 6) Develop Problem Gambling training for casino employees.
3	Increase combat sports promoters' desire to host more unarmed combat events in AZ through fair and efficient regulation	# of Unarmed Combat Events.	7) Conduct Unarmed Combat Event Breakthrough Project.
3	Expand online services to stakeholders	% Complete of Phase 3 of ADG Connect Project.	8) Add EWFS Licensing Module to ADG Connect (Phase 3).
3	Enhance the user experience of ADG's applications and systems	# of outstanding system issues. # of system enhancements completed. % Complete of EWFS Application Improvement Project. % Complete of Self Exclusion Analysis.	9) Improve ADG Connect for Certifications. 10) Improve EWFS Applications. 11) Analyze self-exclusion forms, policies, and industry best practices.
4	Utilize multimedia to modernize agency operations	% Complete of Intranet Revamp Project. # of Multimedia Projects Completed.	12) Revamp the intranet. 13) Partner with each ADG unit to identify and actualize efficiencies using multimedia and technology.
4	Decrease # of Business Functions performed in legacy I.T. systems	# of Business Functions performed in legacy systems.	14) Find replacement solutions for Intel case management and I&I daily logs.
4	Strengthen ADG's efficiency	% Complete of DPG Database Improvement Project % Complete of Workforce Analysis.	15) Improve the DPG database's reporting functionality. 16) Conduct workforce analysis.
5	Expand knowledge base of staff and enhance employee experience	% Complete of Training Program Created. % of Critical Processes With Standard Work and Backups.	17) Create and implement agency training program. 18) Complete process-focused succession planning.

Issue 1 Strategic Priority 1: Promote Fair and Effective Regulation While Fostering Social Responsibility.

Description Laws 1995, Chapter 76 established the Arizona Department of Gaming (ADG) to regulate Tribal gaming statewide. The General Election 2002's Ballot Proposition 202 (the "Indian Gaming Preservation and Self-Reliance Act") stated: "Two percent [of the tribal contributions made to the Arizona Benefits Fund], shall be used by the Department of Gaming to fund state and local programs for the prevention and treatment of, and education concerning, problem gambling." From this language, the Division of Problem Gambling was established under the auspices of ADG to help reduce the impact of problem gambling in Arizona. Finally, In 2015, ADG's responsibilities expanded once more to include regulation and oversight of statewide pari-mutuel wagering, racing and boxing and mixed martial arts events, when the legislature consolidated the Arizona Department of Racing under ADG.

Solutions:

FY23 Initiatives:

- 1) Draft 2 new sets of racing rules (HISA and Non HISA)
- 2) Begin recording pre-race exams in jockey club database
- 3) Implement new standards for scratching horses.
- 4) Establish audit programs for EWFS.
- 5) Conduct a Division of Problem Gambling assessment as required in Appendix M in the Compact.
- 6) Develop Problem Gambling training for casino employees.

Issue 2 Strategic Priority 2: Strengthen Resource Network

Description Part of promoting a fair and effective regulatory environment is transparency, communication and establishing trust with all ADG customers. Each of ADG's units communicates with a myriad of stakeholders and regulatory partners on an ongoing basis to ensure compliance through open dialogue and understanding each industry's challenges and needs. Strengthening our network of local, state and national partners is central to the success and safety of each industry ADG regulates.

Solutions:

Issue 3 Strategic Priority 3: Provide World-Class Customer Experience

Description To align with Governor Ducey's initiative to "drive innovative IT solutions," and conduct "Government at the speed of business," ADG included in its five-year strategic plan the objective to provide a "world-class customer experience." Streamlining business operations, eliminating paper, waste and outdated processes is central ADG's mission to drive value back to ADG stakeholders through focused efficiency with an aim towards process improvement that customers can feel.

Solutions:

FY23 Initiatives:

- 7) Conduct Unarmed Combat Event Breakthrough Project.
- 8) Add EWFS Licensing Module to ADG Connect (Pha 3).
- 9) Improve ADG Connect for Certificans.
- 10) Improve EWFS Applications.
- 11) Analyze self-exclusion forms, policies, and industry best practices.

Issue 4 Strategic Priority 4: Increase Operational Effectiveness, Compliance, and Efficiency

Description ADG is dedicated to the idea of continuous improvement. In FY19, ADG employees submitted 27 separate process improvements that resulted in savings of time and resources across the agency. In FY20, ADG intends to continue to strengthen its culture of continuous improvement by developing a comprehensive internal audit structure to ensure compliance and efficiency of all ADG divisions.

Solutions:

FY23 Initiatives:

- 12) Revamp the intranet.
- 13) Partner with each ADG unit to identify and actualize efficiencies using multimedia and technology.
- 14) Find replacement solutions for Intel case management and I&I daily logs.
- 15) Improve the DPG database's reporting functionality.
- 16) Conduct workforce analysis.

Issue 5 Strategic Priority 5: Develop a World-Class Team

Description ADG achieved the highest employee engagement score in FY19 amongst all state agencies. Attracting, retaining and cultivating talent in a thriving economy requires a focus on the present and future states of a dynamic and ever-changing workforce. ADG is engaged in succession planning across all levels of the agency to ensure key are positions filled well into the future.

Solutions:

FY22 Initiatives:

- 17) Create and implement agency training program.
- 18) Complete process-focused succession planning.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	155.8	155.8	155.8
General Fund	16,965.0	16,965.0	16,965.0
Other Appropriated Funds	22,050.0	22,050.0	22,050.0
Non-Appropriated Funds	3,715.0	3,715.0	3,715.0
Federal Funds	0.0	0.0	0.0

Program Summary

ENFORCEMENT

Rudy J. Casillas, Deputy Director
 Phone: (602) 771-4263
 A.R.S. § 5-602

Mission:

To enforce Arizona Revised Statutes, Title 13, Chapter 33, Gambling Laws and to assist Tribal Gaming Operations, Tribal, State and Local Law Enforcement Agencies with comprehensive investigations of illegal gambling operations within their respective jurisdictions.

Description:

The Department of Gaming enforces the State's gambling laws and assists Tribal Gaming Operations, Tribal, State and Local Law Enforcement Agencies with comprehensive investigations of illegal gambling operations within their respective jurisdictions. This is accomplished through agency research, confidential information sources, citizen complaints and mutual collaboration with law enforcement agencies. 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.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	10,012.2	17,329.8	17,060.1
Other Non Appropriated Funds	1,187.1	1,288.0	1,288.0
Total Funding	11,199.3	18,617.8	18,348.1
FTE Positions	63.0	87.3	87.3

◆ **Goal 1** To ensure integrity of Gaming in Arizona.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
# of noncompliant issues identified by the Department.	75	150	61	100	100

Program Summary

CERTIFICATION

Rudy J. Casillas, Deputy Director
 Phone: (602) 771-4263
 A.R.S. § 5-602

Mission:

To investigate, evaluate, and determine suitability of gaming employees, financiers, management contractors and providers of gaming services applicants for the issuance or denial of state certification.

Description:

The Department of Gaming receives applications from individuals and entities seeking state certification or recommendations for a Tribal license. The Department will issue a temporary state certification by the close of the next business day following its receipt of a complete employee application, unless the Department has a good faith basis to believe that the person may not qualify for state certification under Compact Section 5(f). Following the completion of a background investigation, if the applicant is found suitable, state certification is granted. At the conclusion of the background investigation of a tribal member, a recommendation is made to the Tribe as to whether the person should receive a tribal license. The Department also conducts background investigations and audits to certify corporations or other entities that provide gaming services to tribal gaming facilities in an amount that exceeds \$10,000 per month. Individuals or entities whom are denied, revoked or suspended may exercise administrative procedures pursuant to A.R.S. §§ 41-1092. This program is funded through certification fees and investigative costs established in Section 5(l) of the Tribal-State compacts.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,933.7	2,168.4	2,308.7
Other Non Appropriated Funds	370.9	472.0	472.0
Total Funding	2,304.6	2,640.4	2,780.7
FTE Positions	25.0	28.0	28.0

◆ **Goal 1** To improve services to stakeholders.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Lead time to issue temporary vendor certification	1.4	1.5	10	5	1.5
Lead Time to Issue New Employee Certification	12.3	12	50	30	15
Lead Time to Issue Renewal Employee Certification	12.4	12	50	30	15
Lead Time to Issue AB Vendor Certification	12.2	15	45	30	15
Lead Time to Issue D Vendor Certification	11.4	10	55	30	15
Lead Time to Issue AB Renewal Certification	9.4	10	45	30	15
Lead Time to Issue D Vendor Renewal Certification	10.3	10	42	30	15

Program Summary

DIVISION OF RACING

Rudy J. Casillas, Deputy Director
Phone: (602) 771-4263
A.R.S. §§ 5-101 to 5-116

Mission:

To regulate and supervise pari-mutuel racing and wagering conducted in Arizona in order to protect both animal and human racing participants, as well as the wagering public.

Description:

The Division of Racing regulates and supervises all commercial horse 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

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	15,759.5	16,956.5	16,956.5
Other Appropriated Funds	1,796.7	2,297.9	2,422.2
Other Non Appropriated Funds	1,930.0	1,955.0	1,955.0
Total Funding	19,486.2	21,209.4	21,333.7
FTE Positions	12.0	38.5	38.5

Subprogram Summary

HORSE RACING

Rudy J. Casillas, Deputy Director
Phone: (602) 771-4263
A.R.S. §§ 5-101 to 5-116

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 steward decisions, collects revenues for the State, distributes awards to program recipients, and provides information upon request to the public and other agencies.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	15,759.5	16,956.5	16,956.5
Other Appropriated Funds	1,796.7	2,297.9	2,422.2
Other Non Appropriated Funds	1,930.0	1,955.0	1,955.0
Total Funding	19,486.2	21,209.4	21,333.7
FTE Positions	12.0	38.5	38.5

◆ **Goal 1** To improve the regulation of Racing and Boxing/MMA Divisions.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Racing Licensing Lead Time	18.9	20	140	60	40
# of Racehorse Fatalities Per 1,000 Starts	2.3	2	2.3	2	2
% of Horses That Race That Receive a Pre-race Exam	100	100	75	100	100

Program Summary

BOXING

Francisco Meneses, Jr., Executive Director
 Phone: (602) 771-4263
 A.R.S. §§ 5-221 et seq.

Mission:

To regulate and supervise boxing and mixed martial arts events conducted in Arizona to protect all participants in these events.

Description:

The Department regulates and supervises all boxing, kickboxing, tough man, and mixed martial arts (MMA) events in Arizona to ensure compliance with laws and regulations, thereby protecting all participants.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	80.7	253.9	259.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	80.7	253.9	259.0
FTE Positions	2.0	2.0	2.0

◆ **Goal 1** To improve the regulation of Racing and Boxing/MMA Divisions.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Boxing Events.	5	25	18	22	22
Number of MMA Events.	4	17	18	22	22

Agency Summary

DEPARTMENT OF HEALTH SERVICES

Don Herrington, Interim Director
Phone: (602) 542-1140
A.R.S. §§ 36-101 et seq.

Mission:

To promote, protect, and improve the health and wellness of individuals and communities in Arizona.

Description:

Arizona's award-winning, nationally accredited Department of Health Services (DHS) is responsible for leading the State's public health system, including responding to disease outbreaks, licensing health and child care facilities, operating the Arizona State Hospital, and improving the overall health and wellness of all Arizonans.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ ADMINISTRATION	21,330.8	33,642.8	27,096.7
➤ ARIZONA STATE HOSPITAL	71,555.6	88,961.5	102,280.2
➤ PUBLIC HEALTH SERVICES	798,679.9	808,324.5	727,792.7
Agency Total:	891,566.3	930,928.8	857,169.6
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	91,866.3	194,834.3	133,700.4
Other Appropriated Funds	46,956.9	58,241.5	58,241.4
Other Non Appropriated Funds	752,743.1	677,853.0	665,227.8
Total Funding	891,566.3	930,928.8	857,169.6
FTE Positions	1,450.1	1,450.1	1,450.1

Vision: Health and Wellness for all Arizonans.

Mission: To promote, protect, and improve the health and wellness of individuals and communities in Arizona.

Agency Description: The award-winning, nationally accredited Arizona Department of Health Services (ADHS) is responsible for leading Arizona's public health system including responding to disease outbreaks, licensing health and child care facilities, operating the Arizona State Hospital, and improving the overall health and wellness of all Arizonans.

Executive Summary: The Arizona Department of Health Services (ADHS) identified five strategic priorities to reach our vision:

Improving Health Outcomes: through identifying and addressing emerging health issues; aligning services to the needs of our vulnerable populations; and ensuring agreements reduce health disparities.

Promoting and Supporting Public Health and Safety: by preparing for and responding to public health emergencies; addressing quality of care issues; empowering communities for healthy and safe environments; and promoting healthy relationships and non-violent behavior.

Transform and Modernize Public Health Infrastructure: by building awareness of public health value; and streamlining access to, and enhancing, data quality and systems.

Foster team member inclusion and excellence: by empowering our workforce with growth and development opportunities; recruiting and retaining top talent; and prioritizing team member health and well-being.

Implementing the Arizona Health Improvement Plan: a data and community-driven plan to address priorities which underlie multiple health issues and disparities.

Summary of 5 Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Improve Health Outcomes	2018	Enhanced prenatal care and warning sign messaging to families and providers in the continuing implementation of the Maternal Mortality Action Plan. Continued robust ASH Performance Audit process. Refreshed ACEs Action Plan to enhance surveillance of protective and adverse impacts and build trauma-aware public health systems.
2	Promote and Support Public Health and Safety	2016	Led state response to the COVID-19 pandemic including expansion of surveillance, testing, vaccination, contact tracing, healthcare systems and school support. Continued implementation of action plans to increase immunization coverage and address sexually transmitted infections.
3	Transform and Modernize Public Health Infrastructure	2017	Continued strengthening of public health value through efforts to drive awareness to, and mobilize community partnerships. Implemented IT and Informatics plans which bolster our systems and data capabilities.
4	Foster Team Member Inclusion and Excellence	2022	Strengthen and develop the public health workforce through ADHS Culture Plan initiatives focused on recruitment, retention, professional development, internal communication, engagement, and wellness. Engagement score has increased from 1.7 in 2012 to 4.6 in 2022. Expanded Mental Health First Aid training capacity.
5	Implement the Arizona Health Improvement Plan (AzHIP)	2021	Completed 2016 - 2020 Plan with summary of successes and transition to 2021 - 2025 Plan. Established strategies and tactics with Steering Committee and partners for new priorities and released the Pandemic Recovery/Resiliency priority.

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Ensure Agreements Reduce Maternal Health Disparities	1. Percent of Maternal Mortality Action Plan items completed on time 2. Maternal mortality rate	Create and promote social media campaign on perinatal mood and anxiety disorders and other warning signs. Develop & promote CME course for emergency department staff on early warning signs and increase knowledge of clinical management of hypertension in pregnancy. Increase capacity of ancillary support/doulas in Arizona.
1	Support State Hospital as a Center of Psychiatric Excellence	1. ASH Performance Audit score 2. ASH turnover rate	Staff education on current and upcoming requirements. Ongoing review of plans of correction developed from Audits to evaluate survey readiness and compliance.
1	Align Services with Needs of Vulnerable Populations	1. Percent of Suicide Prevention Action Plan items completed on time 2. Suicide fatalities	Promote the availability of state crisis resources, including the new 988 crisis number. Expand adult Mental Health First Aid to additional state agencies.
		1. Number of Fetal Infant Mortality Action Plan items completed on time 2. Fetal mortality rate 3. Infant mortality rate 4. Number of home visits completed	Implement Fetal-Infant Mortality Action Plan strategies, including safe sleeping family education and launch of a Count the Kicks full campaign, and establish a statewide Fetal-Infant Health Task Force.
2	Prepare for and Respond to Public Health Emergencies	1. Percent of COVID-19 recovery actions items completed on time	Strengthen public health capacity and infrastructure, rebuild a stronger system to support health, advance health equity, and enhance resilience in Arizona communities.
2	Address Quality of Care Issues and Public Health Risks	1. Percent of Immunizations Action Plan items completed on time 2. Percent increase in COVID-19 vaccination coverage in communities with highest social vulnerability index	Promote childhood and adult vaccination in Arizona through partnerships with local public health and community partners to offer vaccination opportunities.
		1. Percent of high priority long-term care complaints investigated on time (Breakthrough)	Implement action items to improve response from initial complaint to disposition in licensing facilities.
2	Empower Communities for Healthy and Safe Environments	1. Percent of STI Action Plan items completed on time 2. Percent of pregnant patients with syphilis with a completed public health interview	Improve timeliness and quality of STI case investigation and expand syphilis testing during pregnancy.
		1. ASH assault rate	Ongoing NVCI staff training, clinical intervention, behavioral and nursing care planning.
3	Enhance Data Management Capabilities	1. Percent rollout of the Enterprise Data Strategy Plan on time	Implementation of Enterprise Data Governance Organization Policy, Data Steward training, and Data Domain governance.
3	Streamline Access to, and Enhance, Data Quality and Systems	1. Percent implementation of the Data Modernization Plan on time	Modernization of reporting mechanisms, Data Lake/Warehouse, Public Health Data Portal, Data Modernization Plan, and Population Denominators.
4	Provide Opportunities for Team Member Growth and Development	1. Number of leader levels with deployment of leadership professional development programs 2. Number of team members receiving skill development for specific programmatic roles within the agency to include a focus on wellness	Attract and retain highly skilled and qualified public health professionals by expanding leadership skills and enhancing the training, skills, and performance of internal team members. Include a focus on the 8 dimensions of wellness and a robust internal communication strategy.
		1. Agency turnover rate in hard to fill positions	Continue implementation of Retention and Recruitment plan.
5	Implement Action Items for High-impact Strategies	1. Percent of AzHIP milestones completed on time	Implementation of new action items and sharing progress with partners for the 2021 - 2025 priorities: <ul style="list-style-type: none"> Health Equity Health in All Policies / Social Determinants of Health Mental Well-being Rural & Urban Underserved Health Pandemic Recovery & Resiliency

5 Year Plan

Issue 1 Improve health outcomes impacting the health and wellness of Arizonans

Description ADHS continuously monitors patterns and trends in the health status of Arizonans and leverages the State Health Assessment to identify successes and challenges related to health issues to then drive data for action. Strategic priorities for the 5-year plan then include areas of opportunity where the state experiences the greatest morbidity, mortality, and years of potential life lost.

Solutions:

Ensure agreements improve health outcomes:

- Reduce maternal mortality and morbidity

Identify and address emerging health issues:

- Reduce infant death
- Improve Arizona's ranking in the America's Health Ranking annual report
- Reduce STD rates in the state

Support the Arizona State Hospital as a Center of Psychiatric Excellence

- Meet 100% of items in compliance during performance audits

Align services with the needs of vulnerable populations

- Increase the number of home visits provided to support women's and children's health
- Reduce the number of adverse childhood experiences children are exposed to
- Increase the number of AHCCCS members enrolled in tobacco cessation services to reduce adult smoking rates

Issue 2 Promote and support public health and safety

Description ADHS ensures that the public health system of Arizona is prepared for public health emergencies, works to monitor, prevent, and control infectious diseases and environmental health concerns, improves health and well-being through education and health promotion, and advances policies impacting chronic disease risk factors. Within ADHS, the State Hospital promotes hope and wellness for our patients and creates opportunities to participate in planning, delivering, and evaluating services that assist with recovery.

Solutions:

Prepare for and respond to public health emergencies:

- Lead the COVID-19 public health response
- Receive reported pathogen case reporting on time
- Ensure employee response to after hours call downs
- Ensure all suspect EID cases are reported within the communicable disease surveillance system

Promote healthy relationships and non-violent behavior:

- Ensure all staff receive NVCI training
- Increase teen pregnancy prevention services provided and reduce teen birth rate
- Reduce the rate of assaults at ASH per 1,000 patient days

Address quality of care issues and public health risks:

- Receive newborn screening bloodspot cards on time
- Reduce the number of opioid deaths
- Increase the percentage of kindergarteners vaccinated with MMR
- Reduce licensing application office time for medical and residential facilities licensing
- Ensure long term care facility complaints are addressed

Promote healthy and safe communities:

- Improve nutrition, physical activity, and breastfeeding trainings are completed to increase the percent of adults at a healthy weight

Issue 3 Transform and Modernize Public Health Infrastructure

Description The ability to achieve health and wellness for all Arizonans requires sufficient capacity to address health issues through a strong public health infrastructure including funding and workforce capacity. ADHS is the statewide public health agency and has a variety of programs that contribute to the state's public health capacity, as well as partnerships that engage community

resources to support state efforts. These efforts impact Arizonans throughout their lifespan and include:

- Controlling epidemics;
- Educating people on healthy habits, such as nutritious eating and getting physical activity;
- Assisting people with tobacco cessation and disease self-management;
- Ensuring safe food and water;
- Testing virtually all newborns for metabolic disorders;
- Improving access to physical and behavioral health;
- Responding to public health emergencies;
- Monitoring hospitals, nursing homes, assisted living centers, ambulances, child care centers, & other licensed facilities and professionals; and
- Documenting every vital event in Arizona, including all births, deaths, and adoptions. ADHS also operates the Arizona State Hospital (ASH), which provides high acuity, inpatient psychiatric services to Arizona's most vulnerable residents. Three distinct facilities are operated on ASH's campus: civil, forensic, and the Arizona Community Protection and Treatment Center (ACPTC).

Solutions:

Build awareness of public health value:

- Implement the agency Communications Plan

Engage community partners:

- Complete the transition of the new 5-year Arizona Health Improvement Plan (AzHIP) 2021 - 2025

Enhance workforce development:

- Implement the agency Culture Plan and increase employee engagement
- Implement the agency retention and recruitment plans
- Reduce ASH turnover rate

Plan and implement the agency role in the health information exchange:

- Implement the IT Action Plan

Issue 4 Foster Team Member Inclusion and Excellence

Description By examining processes through a lens of continuous quality improvement and using strategic planning, ADHS seeks to methodically preserve a level of excellence in all agency endeavors. The agency provides services in an effective and efficient manner engaging with partners statewide to achieve results.

Solutions:

Improve coordination and consistency across programs:

- Implement the AzHIP priorities with a vision of healthy people, healthy communities

Leverage AMS to achieve results:

- Increase AMS maturity throughout all programs

Optimize agency resources:

- Increase the percent of labs reporting electronically

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	0.0	0.0	0.0
General Fund	133,700.4	133,700.4	133,700.4
Other Appropriated Funds	58,241.4	58,241.4	58,241.4
Non-Appropriated Funds	665,227.8	665,227.8	665,227.8
Federal Funds	0.0	0.0	0.0

Program Summary

ADMINISTRATION

Jennie Cunico, Deputy Director
 Phone: (602) 542-1295
 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 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. In addition, the program provides overall management and direction to the Department; develops and administers policy; responds to, 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.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	10,392.5	19,833.0	14,798.0
Other Appropriated Funds	10,938.3	13,809.8	12,298.7
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	21,330.8	33,642.8	27,096.7
FTE Positions	117.0	117.0	117.0

◆ **Goal 1** To Foster Team Member Inclusion and Excellence

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Culture Plan Action Items Completed	15	20	9	63	15

◆ **Goal 2** To Transform and Modernize Public Health Infrastructure

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Data Modernization Plan	25	30	21	24	15

Program Summary

ARIZONA STATE HOSPITAL

Mike Sheldon, Chief Executive Officer
 Phone: (602) 629-7000
 A.R.S. § 36-202

Mission:
To provide specialized psychiatric services to support people in achieving mental health recovery in a safe and respectful environment.

Description:
 The Arizona State Hospital, a component of the state-wide continuum of behavioral health services, provides inpatient treatment and rehabilitation services for the most severely mentally disabled citizens of Arizona, including individuals referred under the provisions of the judicial system. Therefore, the Hospital must provide a comprehensive range of intensive interventions in a secure and safe environment.

This Program Contains the following Subprograms:

- ▶ Clinical and Program Services

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	68,120.2	85,165.7	98,484.4
Other Appropriated Funds	3,435.4	3,795.8	3,795.8
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	71,555.6	88,961.5	102,280.2
FTE Positions	635.1	635.1	635.1

Subprogram Summary

CLINICAL AND PROGRAM SERVICES

Mike Sheldon, Chief Executive Officer
 Phone: (602) 629-7000
 A.R.S. § 36-202

Mission:
To provide specialized psychiatric services to support people in achieving mental health recovery in a safe and respectful environment

Description:
 The Arizona State Hospital, a component of the state-wide continuum of behavioral health services, provides inpatient treatment and rehabilitation services for the most severely mentally disabled citizens of Arizona, including individuals referred under the provisions of the judicial system. Therefore, the Hospital must provide a comprehensive range of intensive interventions in a secure and safe environment.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	68,120.2	85,165.7	98,484.4
Other Appropriated Funds	3,435.4	3,795.8	3,795.8
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	71,555.6	88,961.5	102,280.2
FTE Positions	635.1	635.1	635.1

◆ **Goal 1** To Improve Health Outcomes

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
ASH Performance Audit Score	93	100%	91%	100%	100%

◆ **Goal 2** To Promote and Support Public Health and Safety

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Rate of Assaults per 1,000 Patient Days	7.68	4.14	10.56	4.14	4.14

◆ **Goal 3** To Foster Team Member Inclusion and Excellence

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Arizona State Hospital Turnover Rate	10.7	10	15.3	10	10

Program Summary

PUBLIC HEALTH SERVICES

Carla Berg, Deputy Director
 Phone: (602) 364-3855
 A.R.S. 36-132

Mission:

To promote and protect the health of Arizona's children and adults.

Description:

The program ensures public safety through public health policy and leadership, public health preparedness services, and public health prevention services. These subprograms enhance collection, analysis, and dissemination of public health data; build and protect public health infrastructures that detect, control, and protect Arizonans from infectious and environmental threats and enhance the state's ability to respond to emergencies; improve Arizonans' health outcomes by preventing disease, reducing disability, and increasing access to care; strengthen the family and community by promoting and improving health status through leadership, collaboration and partnership; and recognize, involve, and communicate with public health constituencies.

This Program Contains the following Subprograms:

- ▶ Administration and Local, Border and Native American Health Offices
- ▶ Public Health Statistics
- ▶ Arizona Poison Control
- ▶ State Laboratory Services
- ▶ Epidemiology and Disease Control
- ▶ Health Systems Development
- ▶ Women's and Children's Health
- ▶ Children with Special Health Care Needs
- ▶ Nutrition and Physical Activity
- ▶ Biomedical Research Commission
- ▶ Emergency Medical Services
- ▶ Pediatric Neurological Autoimmune Disorder

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	13,353.6	89,835.6	20,418.0
Other Appropriated Funds	32,583.2	40,635.9	42,146.9
Other Non Appropriated Funds	752,743.1	677,853.0	665,227.8
Total Funding	798,679.9	808,324.5	727,792.7
FTE Positions	698.0	698.0	698.0

Subprogram Summary

ADMINISTRATION AND LOCAL, BORDER AND NATIVE AMERICAN HEALTH OFFICES

Thomas Salow, Assistant Director
 Phone: (602) 364-1935
 A.R.S. §§ 36-132, 36-110, 36-189A

Mission:

To provide leadership, coordination and support for state-wide public health and to strengthen the family and community by recognizing, involving, and communicating with public health constituencies

Description:

The subprogram consists of the Offices of the Assistant Director of the Division of Public Health Licensing. The subprogram coordinates internal programs and resources, provides accountability, and develops and maintains linkages with private, federal, state, and local organizations and agencies.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	7,568.1	78,613.8	9,196.2
Other Appropriated Funds	23,286.4	26,813.2	28,158.5
Other Non Appropriated Funds	752,743.1	677,853.0	665,227.8
Total Funding	783,597.6	783,280.0	702,582.5
FTE Positions	676.6	676.6	676.6

◆ **Goal 1** To Promote and Support Public Health and Safety

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent of Complaints Initiated On Time	50%	100%	70%	100%	100%

◆ **Goal 2** To Foster Team Member Inclusion and Excellence

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Recruitment Plan Action Items Completed on Time	16	20	18	37	15

Subprogram Summary

PUBLIC HEALTH STATISTICS

Carla Berg, Deputy Director
 Phone: (602) 364-3855
 A.R.S. §§ 36-132, 36-136, 36-301 to 36-347

Mission:

To collect, analyze and report public health statistics and information that guide actions and policies to improve the health of Arizonans

Description:

This subprogram provides epidemiological and statistical public health data to support the Department and public. In addition, the subprogram provides health registries, vital statistics reporting, tobacco primary care evaluation, hospital cost reporting, statistical evaluation and epidemiological technical assistance.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,125.0	3,625.0	3,625.0
Other Appropriated Funds	2,500.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	3,625.0	3,625.0	3,625.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To Promote and Support Public Health and Safety

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Immunizations Plan Action Items	6	15	77	40	15

Subprogram Summary

ARIZONA POISON CONTROL

Carla Berg, Deputy Director
 Phone: (602) 364-3855
 A.R.S. § 36-1163

Mission:
To provide a 24-hour, seven-days-a-week state-wide poison and drug information system for doctors, medical institutions, and citizens

Description:
 The subprogram, made up of the Arizona Poison and Drug Information Center at the University of Arizona (UA) and the Banner Poison Control Center, is a statewide system of poison information, education and treatment services. The call centers provide general information about poisons or specific information when there is a certain or suspected exposure to poison to callers throughout the state. Both centers follow-up on human exposures and track medical outcomes.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	485.5	990.0	990.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	485.5	990.0	990.0
FTE Positions	0.0	0.0	0.0

Subprogram Summary

STATE LABORATORY SERVICES

Carla Berg, Deputy Director
 Phone: (602) 364-3855
 A.R.S. §§ 36-451 to 36-479, 36-495, 36-15

Mission:
To ensure that essential laboratory services are available to support public health activities in Arizona

Description:
 The State Laboratory provides environmental, clinical and reference analytical lab services to diagnose, prevent, and treat infectious and communicable diseases, epidemics, and biological and chemical threats. Conditions caused by environmental contamination, chronic conditions, and inherited disorders are also priority services. The State Laboratory monitors and evaluates the quality of state-wide environmental and clinical laboratories, and enhances environmental and clinical capabilities through training and consultation.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	5,490.5	12,222.7	12,388.4
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	5,490.5	12,222.7	12,388.4
FTE Positions	21.4	21.4	21.4

Subprogram Summary	
EPIDEMIOLOGY AND DISEASE CONTROL	
Carla Berg, Deputy Director	
Phone: (602) 364-3855	
A.R.S. §§ 36-132, 36-136	

Mission:
To monitor, investigate, prevent, and control diseases in Arizona through programs in infectious disease control, environmental health, HIV/AIDS prevention, and immunizations

Description:
 Provides epidemiological and medical support, guidance, and evaluation to program areas within the Bureau and to other State and local agencies and the general public. Collects, maintains, and analyzes data to monitor and assess the impact of diseases in Arizona; conducts routine and epidemic disease investigations; coordinates disease prevention and control activities within the State; and maintains a state-wide epidemic detection and response capability. Programs reduce morbidity, disability and premature death due to communicable diseases; prevent and control adverse health effects due to environmental factors including sun, lead exposure, pesticide poisoning, infectious agents in food and water, and exposure to unsanitary conditions; monitor and reduce HIV/AIDS; and prevent and control the occurrence of human disease and disability due to infectious agents by the administration of vaccines.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	392.4	590.7	590.7
Other Appropriated Funds	924.5	1,000.0	1,000.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,316.9	1,590.7	1,590.7
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To Promote and Protect Public Health and Safety

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Immunization rate among 2-year old children	0	0	0	0	0
Percent of infectious disease trainings provided to county health departments conducted on schedule.	0	0	0	0	0
Percent of diagnosed urgent infectious diseases reported to ADHS within legally mandated timeframes	0	0	0	0	0

◆ **Goal 2** To Promote and Support Public Health and Safety

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of Suspect Emerging Disease Cases Included in the Epidemiological Surveillance Program	100%	100%	100%	100%	100%
Percent of COVID-19 recovery action items completed on time	10	12	2	18	10
Sexually Transmitted Infection Breakthrough Plan Action Items	9	13	12	6	5

Subprogram Summary

HEALTH SYSTEMS DEVELOPMENT

Sheila Sjolander, MSW, Assistant Director
 Phone: (602) 542-2818
 A.R.S. §§ 15-1721, 36-2921

Mission:

To optimize the health of Arizona residents by developing and strengthening systems and services to expand access to primary care and other services with emphasis on the health needs of underserved people and areas and by promoting and protecting the health and well-being of Arizona's minority and vulnerable populations

Description:

Health Systems Development was established in 1995 and is the Primary Care Office for the State of Arizona. Health Systems Development administers the Arizona Department of Health Services Primary Care Program, Well Woman HealthCheck Program and the Colorectal Cancer Control Program and provides a complementary focus on improving access to primary health care through workforce recruitment, retention programs and the designation of medically under-served areas.

Funding:

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
General Fund	0.0	198.0	198.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	0.0	198.0	198.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To Implement Arizona Health Improvement Plan

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
AzHIP 2021-2025 Milestones Completed On Time	15	15	9	19	15

◆ **Goal 2** To Promote and Support Public Health and Safety

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Opioid Deaths	1359	1900	3,031	2,003	2,003

Subprogram Summary

WOMEN'S AND CHILDREN'S HEALTH

Sheila Sjolander, MSW, Assistant Director
 Phone: (602) 542-2818
 A.R.S. § 36-132

Mission:

To strengthen the family and the community by promoting and improving the health and safety of women and children

Description:

The Bureau of Women's and Children's Health supports efforts to improve the health of Arizona's women and children. Activities focus on assessment of health status and identification of health issues, development of partnerships and planning to address health issues, and provision of "safety net" services.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,282.0	3,818.1	3,818.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	2,282.0	3,818.1	3,818.1
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To Improve Health Outcomes

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Maternal Mortality Plan Action Items	16	18	14	18	15
Adverse Childhood Experiences Plan Action Items	5	10	3	8	10

Subprogram Summary

CHILDREN WITH SPECIAL HEALTH CARE NEEDS

Sheila Sjolander, MSW, Assistant Director
 Phone: (602) 542-2818
 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 program supporting 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 program 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.

Subprogram Summary

NUTRITION AND PHYSICAL ACTIVITY

Sheila Sjolander, MSW, Assistant Director
 Phone: (602) 542-2818
 A.R.S. § 36-132

Mission:

To improve health and well-being through nutrition education and promotion of physical activity along with passionate support for people and programs to reduce hunger, increase breastfeeding, and decrease obesity throughout Arizona

Description:

This subprogram directs the continued promotion, planning, implementation, assurance and evaluation of nutrition and physical activity program and services. The subprogram collaborates with the public and private sectors and coordinates community education activities on risk factors for general and high-risk population groups. It responds to inquiries and referrals from the public and community resources. Nutrition services are made available through contractual agreements. The subprogram oversees several federal nutrition programs and surveillance systems.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	367.6	400.0	400.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	367.6	400.0	400.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To Implement Arizona Health Improvement Plan

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
AzHIP Milestones Completed On Time	15	15	9	15	15

Subprogram Summary

BIOMEDICAL RESEARCH COMMISSION

Carla Berg, Deputy Director
 Phone: (602) 364-3855
 A.R.S. 36-271 to 36 -278

Mission:

To advance medical research within the State of AZ

Description:

The Biomedical Research Centre awards grants and contracts for biomedical research projects and programs studying the causes of disease, epidemiology and diagnosis of disease, the formulation of cures, medically accepted treatment, and prevention of diseases. The Centre oversees research projects to ensure contract compliance and. The Centre also administers special projects designed to advance biotechnology and health in the academic, non-profit, and for-profit sectors in Arizona.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,500.6	2,000.0	2,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,500.6	2,000.0	2,000.0
FTE Positions	0.0	0.0	0.0

Subprogram Summary

EMERGENCY MEDICAL SERVICES

Carla Berg, Deputy Director
 Phone: (602) 364-3855
 A.R.S. §§ 36-2201 to 36-2246

Mission:

To protect the health and safety of people requiring emergency medical and trauma services (EMS), and promote improvements in Arizona's EMS and trauma system through research and education of the public and EMS providers

Description:

The subprogram provides direction for all statutorily-mandated components of Arizona's EMS and trauma system including certification of Emergency Medical Care Technicians (EMCT), certification and auditing of EMCT training programs; testing of EMCT applicants; certification and auditing of advanced life support base hospitals; inspection and registration of air and ground ambulances operating in Arizona; issuance of Ambulance Certificates of Necessity and determination of rates for certified ambulance services; licensing of air ambulance services; and investigation of complaints against individuals and entities regulated by the Bureau of EMS. The subprogram has developed a state-wide 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.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	14.2	200.0	200.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	14.2	200.0	200.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To Promote and Support Public Health and Safety

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Opioid Plan Action Items	21	23	13	8	15

Subprogram Summary

PEDIATRIC NEUROLOGICAL AUTOIMMUNE DISORDER

Carla Berg, Deputy Director
 Phone: (602) 364-3855
 A.R.S. 36-2201 to 36-3855

Mission:

To help support the development of an Arizona Center of PANS/PANDAS Excellence that would provide a continuum of services to those with PANS/PANDAS, including but not limited to: increase PANS/PANDAS research, increase physician and medical professional education and awareness, increase support services to families and increase access to care.

Description:

The goal is to provide grant(s) on a competitive basis to accelerate promising research toward clinical testing and breakthroughs designed to improve the health of patients with PANS/PANDAS.

Agency Summary

GOVERNOR'S OFFICE OF HIGHWAY SAFETY

Alberto C. Gutier, Director
Phone: (602) 255-3216
A.R.S. § 28-602

Mission:

To be focal point for highway and traffic safety issues in Arizona. GOHS is an independent cabinet agency that provides leadership and funding in developing, promoting and coordinating programs; influencing public and private policy; and increasing public awareness of highway and traffic safety throughout Arizona.

Description:

The Governor's Office of Highway Safety (GOHS) funds programs that target speed reduction, decrease impaired driving, reduce wrong way driving incidents, increase seat belt and child safety seat usage as well as motorcycle safety awareness and driver distractions that result in traffic fatalities and injuries on Arizona's streets and highways. GOHS provides grant funding to law enforcement agencies, fire departments, fire districts and non-profit organizations throughout Arizona, including other State agencies.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	20,080.2	11,970.7	11,970.7
Total Funding	20,080.2	11,970.7	11,970.7
FTE Positions	806.3	806.3	806.3

Vision: America's Safest Highways

Mission: The Arizona Governor's Office of Highway Safety (GOHS) is the focal point for highway and traffic safety issues in Arizona. GOHS is an independent cabinet agency that provides leadership and funding in developing, promoting and coordinating programs; influencing public and private policy; and increasing public awareness of highway and traffic safety throughout Arizona.

Agency Description: The Arizona Governor's Office of Highway Safety (GOHS) funds programs that target speed reduction, decrease impaired driving, reduce wrong way driving incidents, increase seat belt and child safety seat usage as well as motorcycle safety awareness and driver distractions that result in traffic fatalities and injuries on our streets and highways. GOHS provides grant funding to law enforcement agencies, fire departments, fire districts and non-profit organizations throughout Arizona, including other state agencies.

Executive Summary: Every federal fiscal year, GOHS develops and implements the Arizona Highway Safety Plan that supports law enforcement agencies statewide with the necessary funding for overtime, equipment, awareness, and training to aid in effective measures to reduce statewide traffic fatalities and serious injuries.

GOHS is strategically focused on highway safety issues including, but not limited to:

1. Reduce statewide traffic fatalities, crashes, and serious injuries
2. Decrease impaired driving crashes and fatalities
3. Decrease street racing, speed and reckless driving
4. Decrease pedestrian & bicyclists fatalities and injuries
5. Decrease motorcycle fatalities
6. Educating Arizona citizens on the importance of seat belt and child safety seat usage the dangers of distracted driving
7. Reducing distracted driving

Summary of 5 Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Increase statewide DUI training	2018	<ul style="list-style-type: none"> • Continue expanding the tablet-based Drug Recognition Expert (DRE) database for Arizona • Continuing the expansion of the new phlebotomy training with community colleges statewide • Completed 1,975 impaired driving training classes for 2021 • Issued a total of 9,751 electronic search warrants in 2021 from 90 agencies statewide
2	Increase street racing, speeding, aggressive and reckless driving education and awareness	2020	<ul style="list-style-type: none"> • Using our speed enforcement task forces, we continue to educate the public on the dangers and risks associated with speeding and street racing through warnings and citations.
3	Increase motorcycle safety training	2018	<ul style="list-style-type: none"> • Continuing to educate the public on motorcycle, through the "Famous Last Words" campaign with Cox media • Received a Telly Award for the Cox media "Famous Last Words" Campaign • Developing additional training classes with Law Enforcement and AMSAF to educate the public on motorcycle safety
4	Increase pedestrians and bicycle education and awareness to reduce fatalities	2019	<ul style="list-style-type: none"> • Continuing to educate the public on pedestrian safety issues through a campaign with cox media • Implementing a Pedestrian Safety Education Campaign with City Street Transportation with PSAs: Scan the Street for Wheels and Feet, Always Stop on Red, Expect Pedestrians and Right on Red
5	Decrease Unrestrained Driver and Passenger Fatalities	2017	<ul style="list-style-type: none"> • Completed the "Seatbelts Save Lives" and "Buckle Up, It's the Law" enforcement/educational campaigns to educate the public on the importance of wearing seat belts and using child safety seats.
6	Reduce distracted driving	2021	<ul style="list-style-type: none"> • Law Enforcement agencies are now reporting their distracted driving citation numbers in their efforts to decrease distracted driving on the roads and highways

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
#1	Reduce and Minimize Impaired Driving Fatalities (Breaththrough)	<ul style="list-style-type: none"> Number of DUI arrests Number of traffic stops Number of officers trained Number of KYL contacts 	<ul style="list-style-type: none"> Continue DUI Task Force Enforcement, supporting the use of high visibility enforcement techniques, saturation patrols and integrated enforcement tactics Expand Know Your Limit (KYL) program to all agencies statewide Fund and support training to more law enforcement personnel on Drug Recognition Experts (DRE), Field Sobriety Testing (SFST/HGN), Phlebotomy, Advanced Roadside Impaired Driving Enforcement (ARIDE), Drug Impairment Training for Education Professionals (DITEP) and Electronic Search Warrants Increase the avenues for law enforcement to get certified in phlebotomy
#2	Reduce Street Racing / Reduce Speeding, Aggressive and Reckless Driving	<ul style="list-style-type: none"> Number of citations 	<ul style="list-style-type: none"> Increase education on the dangers and risks associated with street and drag racing Continue compressive traffic enforcement, issuing citations of high profile street racers Continue the Speed Enforcement Task Forces statewide to decrease speeding related crashes and fatalities
#3	Reduce Motorcycle Fatalities	<ul style="list-style-type: none"> Percentage of fatalities 	<ul style="list-style-type: none"> Continue to provide motorcycle safety training scholarships (AMSAF) Continue motorcycle enforcement details, including split lane and speeding Continue motorcycle safety media campaign
#4	Reduce Pedestrian and Bicyclist Fatalities	<ul style="list-style-type: none"> Number of fatalities 	<ul style="list-style-type: none"> Continue educational media campaigns on pedestrian safety issues Increase citations issued in cities and counties that have jay walking ordinances Continue expanding bike rodeos and helmet use specifically for children
#5	Decrease Unrestrained Driver and Passenger Fatalities	<ul style="list-style-type: none"> Annual seat belt rate Number of installations 	<ul style="list-style-type: none"> Increase observed seatbelt usage by emphasizing the "Seatbelts Save Lives" and "Buckle Up, It's the Law" enforcement/educational campaigns Increase the number of child safety seat installations/inspections
#6	Reduce Distracted Driving	<ul style="list-style-type: none"> Number of citations 	<ul style="list-style-type: none"> Increase number of citations issued for violation of A.R.S. 28-914 Increase education for drivers statewide with law enforcement and other non-profit agencies on distracted driving consequences

Issue 1 To minimize the number of traffic fatalities in 2023

Description In 2022 GOHS set a fatality goal of 986 Based on the trends in fatalities in 2021, the number for 2020 has been reduced to 968 fatalities.

Solutions:

GOHS will analyze statewide/local traffic data and develop our yearly Highway Safety Plan (HSP), which serves as a means for the reduction of traffic crashes, deaths, injuries, and property damage resulting from the crashes on public roads.

GOHS develops, promotes, and implements effective education and enforcement programs geared towards ending preventable crashes and reducing economic costs associated with vehicle use and highway travel. This includes requesting grant proposals from jurisdictions for highway safety projects. These proposals will be reviewed by GOHS staff to determine performance during enforcement periods, past grant award expenditures and crash data provided from the jurisdiction that indicates a serious problem.

The HSP also promotes safety belt and child safety seat use through strong, cohesive statewide enforcement and education campaigns under the banner of “Buckle Up Arizona...It’s the Law!” Arizona is a secondary safety belt violation state, but the law enforcement agencies implement a zero-tolerance policy when they encounter safety belts not being used when they stop for another traffic infraction.

Issue 2 Reduce the impaired driving involvement in crashes.

Description To combat the prevalence of impaired driving from alcohol and drugs and distracted driving, GOHS devotes significant resources to overtime enforcement, equipment, and training for law enforcement officers statewide.

Arizona’s impaired driving program utilizes enforcement, education, training, and public awareness to reduce the number of crashes, fatalities, and injuries resulting from alcohol- and drug-impaired collisions.

Solutions:

To combat the prevalence of impaired driving, GOHS devotes significant resources for overtime enforcement, equipment, and training for law enforcement officers statewide. GOHS will pursue the following strategies to reduce impaired driving on our roadways:

1. DUI enforcement program;
2. Funding for equipment and supplies (Portable Breath Testing Devices (PBT), phlebotomy supplies, drug testing kits, urine and blood kits, and gas cylinders used to calibrate PBTs, Intoxilyzers, and Livescan Instruments);
3. Officers training (Standardized Field Sobriety Test (SFST) Drug Recognition Expert (DRE) Horizontal Gaze Nystagmus (HGN) DUI report writing and testimony, law enforcement phlebotomy, Advanced Roadside Impaired Driving Enforcement (ARIDE), and Drug Impairment Training for Educational Professionals (DITEP);
4. Traffic Safety Resource Prosecutor and electronic search warrant program with the courts by officers;
5. Public awareness activities including media releases.

GOHS will continue to fund these proven effective strategies to reduce the number of alcohol and drug driving-related fatalities by increasing the number of DUI arrests, training law enforcement on effective tools and techniques, and regularly informing the public about the danger associated impaired driving and the threat of arrest for those who break the laws.

Issue 3 Decrease serious traffic injuries due to speed and aggressive driving.

Description Speeding is the number one contributing factor in the State’s fatal crashes. Countless tragedies are caused by excessive speed crashes, which injure and kill innocent people. Arizona’s wide thoroughfares are conducive to driving far in excess of the posted speed limit, changing lanes, tailgating, and passing dangerously on the daily commute. Some drivers ignore the most important rules of safe driving, which are common sense and courtesy.

Solutions:

GOHS supports several strategies to reduce speeding, aggressive driving, and red light running. They include:

1. Law enforcement (overtime for sustained statewide traffic enforcement campaigns conducted throughout the year);
2. Equipment purchases (vehicles, speed trailers, Laser and Radar guns);
3. Materials and support for public information and media campaigns;
4. Training for project and program managers;
5. Annual public opinion surveys

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	13.0	13.0	13.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To decrease impaired driving crashes and fatalities.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Contracts for any type of alcohol-detection devices.	20	20	0	20	0
Agencies funded for DUI enforcement.	80	78	0	80	0
Officers receiving standardized field sobriety/horizontal gaze nystagmus/drug recognition expert/phlebotomy training. (Based on a federal fiscal year)	1015	1,200	0	1200	0
Alcohol-related fatalities (prior calendar year).	307	260	0	260	0

Explanation: Actual represents prior calendar year actual. Performance measures will now be calculated using a calendar year base average.

Law enforcement, prosecutors and judges attending GOHS Summit training on DUI, Speed, Seat Belt, etc.	423	325	0	400	0
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◆ **Goal 2** To Identify reasons for increased serious traffic injuries

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Agencies participating in public information & education/enforcement projects.	20	20	0	20	0
Public information & education campaigns developed each calendar quarter.	1	1	0	1	0
Enforcement/training/public information & education events.	4	4	0	4	0
Percent of seat belt use Statewide (prior calendar year).	91	91	0	91	0

Explanation: Actual data represents prior calendar year actual. Performance measures will now be calculated using a calendar year base average.

Number of serious traffic injuries	4003	3,900	0	3900	0
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◆ **Goal 3** To increase the efficiency and effectiveness of grants and programs promoting highway safety

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Agency FTE Count	11	12	0	12	0
Percent of Arizona Management System Adoption	0	0	0	0	0
Explanation: Metric is pending					
Number of Regrettable Attrition	0	0	0	0	0
Number of Administrative Rules Improved	0	0	0	0	0
Number of Breakthroughs Achieved	0	0	0	0	0
Percent of Services Online	60	60	0	60	0

◆ **Goal 4** To expand Electronic Search Warrants for Blood on DUI arrests

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Registered enforcement officers with access to E-Warrant data base Period covers SFY ending June 30th .	6599	7,500	0	7500	0

◆ **Goal 5** To minimize statewide traffic fatalities, crashes and serious injuries.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Default performance measure	10	10	0	10	0

Explanation: Update and followup with all Agency's on Enforcement Reporting

Agency Summary

ARIZONA HISTORICAL SOCIETY

Dr. David Breeckner, Executive Director
Phone: (480) 387-5366
A.R.S. § 41-821(A)

Mission:

To connect people through the power of Arizona's history.

Description:

The Arizona Historical Society is a member- and government-supported nonprofit State agency. It is governed by a Governor-appointed board consisting of one representative of each county, one representative of each of five historical organizations, and five appointees at large.

Museums and historic properties are located in Flagstaff, Tempe, Tucson, Yuma, Douglas, and Pine-Strawberry. The Society maintains an extensive library and archival collections used by a diverse audience, and it produces the Journal of Arizona History and various historical books. The Society certifies and supports 73 local historical societies in preserving and disseminating Arizona history. The Society also supports other board-approved community activities.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,867.6	3,214.7	3,396.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	983.5	1,344.0	1,518.2
Total Funding	3,851.1	4,558.7	4,914.2
FTE Positions	49.0	49.0	49.0

Issue 1 Unified Organization Identity

Description AHS strives to Create a unified identity for the organization (Internal and External)

Solutions:

Strategy 1.1. Establish AHS as a strong, recognizable brand.

Objective 1.1.1. Improve identification of historic sites and museums as entities within the AHS brand.

Objective 1.1.2. Standardize use of Arizona Historical Society as "The Brand", in all communications and marketing.

Objective 1.1.3 Engage staff to develop strong sense of unified AHS identity.

Objective 1.1.4. Increase public awareness of AHS.

Objective 1.1.5. Engage support groups and boards in discussions about the need for an AHS branded approach.

Objective 1.1.6 Establish universal AHS membership branding.

Strategy 1.2. Enhance the Certified Museum program.

Objective 1.2.1. Create greater value for AHS Certified organizations and greater identification with AHS as a respected historical organization and partner.

Strategy 1.3. Develop performance and financial reporting metrics to reflect new organizational structure.

Objective 1.3.1 Modify reporting, budgetary alignment to reflect functional alignment with emphasis on the AHS organization as a single entity.

Issue 2 Financial Resources

Description Enhance financial resources to advance our mission and ensure long-term sustainability and growth.

Solutions:

Strategy 2.1. Develop a planned giving program.

Objective 2.1.1 Diversify revenue streams to reduce dependence on appropriated funds.

Objective 2.1.2 Develop a high-functioning 501(c)3 for stewardship of gifts.

Strategy 2.2. Develop a grant-writing program.

Objective 2.2.1 Diversify revenue streams to reduce dependence on appropriated funds.

Strategy 2.3. Launch a capital campaign.

Objective 2.3.1. Build endowment, address deferred capital projects, create new exhibitions, and improve stewardship of collection and archival materials.

Strategy 2.4. Establish, develop and grow relationships with elected officials.

Objective 2.4.1. Build awareness of AHS' mission and vision and an understanding of the essential role that AHS plays in communities across Arizona.

Strategy 2.5 Maximize existing earned income streams and develop new earned income streams.

Objective 2.5.1 Diversify revenue streams to decrease dependence on appropriated funds.

Strategy 2.6. Involve affiliate organizations (boards and support groups) in overall fundraising plan.

Objective 2.6.1. Grow relationships with affiliate organizations.

Strategy 2.7. Optimize AHS' volunteer corps statewide.

Objective 2.7.1. Hire a volunteer coordinator.

Objective 2.8. Optimize AHS staff time by providing the necessary IT resources and skills (infrastructure, hardware, software, training) to do their jobs.

Strategy 2.8.1 Identify in-house staff to officially handle some IT tasks and external resources to handle other tasks.

Strategy 2.8.2. Evaluate training needs.

Strategy 2.8.3. Develop and prioritize IT needs list.

Issue 3 Community Trust

Description To become the most trusted authority on Arizona history.

Solutions:

Strategy 3.1. Market and communicate information about our historical resources (what we have) and what we do with those resources (publications, programs, exhibitions, events, history education).

Objective 3.1.1. Increase online presence by adding more collections and publications.

Objective 3.1.2. Create online exhibitions for our longtime exhibitions currently on display.

Objective 3.1.3. Develop traveling exhibitions for historical organizations across the State.

Objective 3.1.4. Develop internal resources and resource guide for inquiries requiring subject matter expertise.

3.1.4.1. Create a book club and suggested reading list.

Strategy 3.2. Reinvent the Journal of AZ History as a modern scholarly journal and a trusted source for AZ history.

Objective 3.2.1. Promote the Journal to scholars and recruit esteemed authors.

Objective 3.2.2. Broaden the topics in the Journal to be more reflective of the breadth of AZ history.

Objective 3.2.3. Improve the book review section.

Objective 3.2.4. Build a database of scholars with specialties and contact information.

Strategy 3.3. To become the "go to" place for helping to provide curriculum and lesson plans to Arizona's history / social studies teachers.

Objective 3.3.1. Develop a "Museum in a Box" program (digital or physical).

Objective 3.3.2. Explore the possibility of revising and republishing the Arizona history textbook.

Objective 3.3.3. Expand outreach program.

Issue 4 Collections

Description To improve our ability to collect, preserve, interpret, and disseminate Arizona's history.

Solutions:

Strategy 4.1. Concentrate collections on high-utility items

Objective 4.1.1. Remove items from collections that do not directly relate to mission and items that have low utility.

Objective 4.1.2. Actively collect high-utility items with strong provenance, research, exhibit and programming use.

Strategy 4.3. Seek federal grants to support exhibitions and programming.

Objective 4.3.1. Develop long term (3-5 years) programming and exhibition schedules.

Objective 4.3.2. Develop detailed budget for each exhibition and program.

Strategy 4.4. Develop digital and online educational programming.

Objective 4.4.1. Evaluate digital storage options.

Objective 4.4.2. Develop online educational programming.

Objective 4.4.3. Create online components for exhibitions.

Strategy 4.5. Develop a plan to disseminate historical content more broadly statewide.

Objective 4.5.1. Incorporate traveling exhibitions into long-term exhibition schedule and planning.

Objective 4.5.2. Market AHS online catalogs of objects and archival documents.

Issue 5 Audience

Description To attract audiences by creating transformative experiences through history.

Solutions:

Strategy 5.1. Engage visitors through interactive experiences using online and onsite technology.

Objective 5.1.1. Increase visitation and encourage audience growth using on-site technology.

Objective 5.1.2. Increase digital engagement to build new audiences.

Strategy 5.2. Provide visitors with participatory experiences that unite education with entertainment.

Objective 5.2.1. Create revenue-generating on and off-site tours that promote local history and environment.

Objective 5.2.2. Analyze existing programs, adopting the most successful statewide, as appropriate.

Objective 5.2.3. Develop merchandising/cross-sales opportunities.

Strategy 5.3. Develop experiences that are meaningful and relevant to today's audiences.

Objective 5.3.1. Create exhibitions, programs, and events that offer insights into modern day issues through a historical lens.

Objective 5.3.2. Evaluate all AHS activities to gather data that will inform future decision making about exhibitions, events, and programs.

Strategy 5.4. Conduct studies of the guest experience at each AHS location.

Objective 5.4.1. Identify opportunities to enhance guest experiences in ways that are relevant, implementable, and impactful.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	0.0	0.0	0.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To create a unified identity for the organization (Internal and External)

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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Number of museum visitors and researchers	12,709	15,000	0	18,500	0
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Explanation: Reduced visitation due to museum closures and limited hours.

Number of volunteer hours	2,145	2,400	0	2,650	0
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Explanation: Volunteer hours completed virtually or off-site.

◆ **Goal 2** To enhance financial resources to advance our mission and ensure long-term sustainability and growth.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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increase earned various incomes	2,336,441	925,000	0	1,145,000	0
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Explanation: FY21 reflects \$1.6 revenue from sale of donated property

◆ **Goal 3** To become the most trusted authority on Arizona history.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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improve collections accessibility	134,078	136,760	0	139,495	0
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Explanation: Total of archival records and 3D artifact records available online

Number of Journal of Arizona History downloads.	34,076	35,780	0	37,569	0
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Explanation: Reflects the number of Journal of AZ History online downloads

◆ **Goal 4** To improve our ability to collect, preserve, interpret, and disseminate Arizona's history.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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improve quality of collections	131	170	0	200	0
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Explanation: Number of non-relevant items deaccessioned

◆ **Goal 5** To attract audiences by creating transformative experiences through history.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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Museum visitation	9,265	12,000	0	16,000	0
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Explanation: FY21 visitation severely impacted by COVID museum closures

Agency Summary

PRESCOTT HISTORICAL SOCIETY

Lisa Hayes, Executive Director
 Phone: (928) 277-2002
 A.R.S. § 41- 831

Mission:

To inspire the future by interacting with Central Arizona’s diverse and continuing history. We engage people with Central Arizona’s evolving story through interactive educational and cultural experiences.

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 Governor's residence and offices. The nearly four-acre landscaped campus features 11 exhibit buildings, including four restored historic structures: the territorial Governor's Mansion (1864), Fort Misery (1864), the Fremont House (1875), and the Victorian-era Bashford House (1877). The Lawler Exhibit Center (1977) hosts both permanent and changing exhibits, an historic theater, and storage of extensive historic and prehistoric objects. A large Archive Library (2008) houses a 10,000 book library and hundreds of thousands of images, documents, maps and oral histories.

In March 2013, a new support facility constructed with non-State funds was completed. In April 2014, a new admissions building, also privately financed, was added. A 10,000 square foot Education Center, financed entirely by the non-profit Sharlot Hall Historical Society, was completed in the summer of 2020. The Bob Stump VA Medical Center hosts a branch museum that interprets the history of Fort Whipple. Public programs include the annual Prescott Indian Art Market, Frontier Christmas, musical and theatrical historical productions, living history interpretations in both indoor and outdoor settings, heritage gardens, lecture series, education tours, and outreach opportunities for children and adults.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	848.8	1,016.1	1,086.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	682.1	1,050.3	1,050.3
Total Funding	1,530.9	2,066.4	2,136.5
FTE Positions	25.0	30.0	31.0

Issue 1 Excellence in Education

Description Sharlot Hall Museum is dedicated to excellence in exhibitions, programs, and preservation of its collections for public benefit. As the top priority of the institution, comprehensive plans for both internal and traveling exhibits and programs, and wide use of websites and other means will offer patrons opportunities that excite, enrich, and educate a broad range of ages and a diverse public. As an overarching goal, efforts in this area will be based on appropriate Arizona curriculum standards where possible.

Solutions:

☑Fund and continue implementation of the Museum's long-range exhibit plan

. Maximize the utilization of the new education facility for presentation, festivals, lectures, training, demonstrations, and related educational and cultural activities.

☑Continue to implement and improve the Museum's education plan, with increased emphasis on school tours and youth oriented activities.

. Explore opportunities to expand the Museum's collections, including its archival materials

. Develop a plan designed to increase public awareness of the research opportunities offered by the Museum's Library & Archives.

.Evaluate and implement, as appropriate, opportunities to utilize technology in new and existing exhibits.

Issue 2 Long-Range Financial Planning

Description Sharlot Hall Museum is committed to sound and responsible stewardship of the public resources to ensure that we can continue to provide our members and visitors with an educational and cultural experience consistent with our mission.

Solutions:

☑Provide a solid development plan to obtain funds for both short term and long term needs

☑Continually evaluate the Museum's investment strategies to ensure maximum return within fiscally prudent guidelines

☑Employ cost effective management principles in administering operational and capital funds

☑Develop resource focused upon these sectors:

1. Endowments/planned giving/major gifts/naming opportunities;

2. Annual giving and membership base expansion;

3. Corporate and institutional connections/support opportunities;

4. Governmental relations; and

5. Fund raising events with a focus on those which maximize revenues and minimize impact on the Museum staff.

Issue 3 Long-Range Facilities Planning

Description The Sharlot Hall Museum's exhibit, facilities and space utilization plans describe the facilities changes, renovations, and required upkeep to accommodate the present physical plant and future growth. This initiative ensures that facilities will meet the needs of the Museum campus and community.

Solutions:

☑Review and revise, as appropriate, these plans to reflect current needs and projected resources/sustainability to include proper space utilization

.Fund and convert the West Wing of the Lawler Exhibit Center into permanent and changing exhibit galleries.

☑Produce a Five-Year Capital Improvement Plan

Issue 4 Economic and Political Support

Description This initiative is designed to assist Sharlot Hall Museum in its dual efforts to provide quality of life experiences for the community and to serve as a regional economic generator through civic tourism

Solutions:

- ☑ Maintain a high profile with state, county, and local government to assure tax base funding
- ☑ Develop partnerships with community businesses, leaders, and others
- ☑ Develop partnerships with complementary institutions/entities which offer learning and coalition building opportunities, facilities and event production sharing, etc.:
 1. Indigenous tribal entities
 2. Arizona Historical Society
 3. Local historical museums/entities/events (Phippen, Smoki, Westerners Corral, etc.)
 4. Service clubs
 5. Educational institutions

Issue 5 Public and Media Relations

Description Wide ranging efforts to publicize the unique nature and extensive quality offerings of the Sharlot Hall Museum is the foundation of sustainability. The Museum can only fulfill its mission if the public is aware of existence, and the many rewards it offers.

Solutions:

- ☑ Develop solid public relations, marketing and promotion plan;
- .Continue to foster strong relationships with local media;
- ☑ Develop progressive membership plan
- ☑ Develop visitor surveys and other means to obtain audience input
- ☑ Redesign websites.
- ' Develop partnerships with corporate parties.

Issue 6 Human Resources

Description Continue to build a strong team aget the loss of several long term, senior staff.

Solutions:

The Executive Director, with staff input, will develop a needs-assessment for Museum staffing associated with long-range criteria, taking into account existing expertise, anticipated growth and projected changes in operational circumstances.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	13.0	13.0	13.0
General Fund	1,000.0	1,100.0	1,200.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	1,100.0	1,200.0	1,250.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To increase museum visitation annually.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of people served (includes museum, festival, and theatre attendees; and researchers)	10000	20,000	26,500	28,000	30,000

Explanation: Attendance was significantly impacted by Covid19 pandemic.

Percent of museum clients pleased with service	99	99	99	99	99
Number of volunteer hours	12000	25,000	26,500	28,000	30,000

Explanation: Volunteer hours have and will be significantly impacted by Covid19 pandemic.

Number of museum researchers	1000	2,400	2,700	2800	3,000
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Explanation: Research opportunities were and are impacted by Covid19 pandemic

Number of website unique visitors	350000	490,000	540,000	600,000	660,000
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◆ **Goal 2** To continue phased facility & exhibit expansion and modification, bringing needed square footage for exhibits and other uses to support goal 1 above.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Capital campaign dollars raised to build new square footage (in thousands)	0	100,000	0	0	0
Increase in number of dues-paying members	533	1800	1,000	0	0

Explanation: Memberships impacted by Covid19 pandemic

◆ **Goal 3** To increase the private, non-state funding support for expansion and operations

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Dollars of supplemental non-state funds per annum in thousands	0	614	699	1,100	1,150

Explanation: FY 19 & 20 includes funds restricted for capital projects

Agency Summary

DEPARTMENT OF HOMELAND SECURITY

Tim Roemer, Director
Phone: (602) 542-7013
A.R.S. § 41-4252

Mission:

To protect Arizona by providing strategic direction and access to resources that will enable all of the State’s homeland security stakeholders to achieve our collective goals of: preventing terrorist attacks; enhancing border security; heightening cybersecurity efforts; reducing our vulnerability to all critical hazards; enhancing the capacity and expertise to plan for, mitigate, respond to and recover from all critical hazards that affect the safety, well-being, and economic security of Arizona; and building the resiliency of Arizona.

Description:

The Department administers federal grants to State and local agencies to protect our border and prevent or reduce Arizona’s vulnerability to terrorist attacks, as well as driving best-in-class, enterprise cybersecurity solutions in an effort to ensure the protection of all government functions within the State of Arizona

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	12,000.0	10,000.0
Other Appropriated Funds	0.0	11,930.3	11,570.3
Other Non Appropriated Funds	25,146.9	26,474.6	26,474.6
Total Funding	25,146.9	50,404.9	48,044.9
FTE Positions	30.0	38.0	38.0

Vision:

To be the nationwide best practice for grant management and administration as well as a premier leader in cybersecurity among all state homeland security departments.

Mission:

Protect Arizona by providing strategic direction and access to resources that will enable all of the State's homeland security stakeholders to achieve our collective goals of: preventing terrorist attacks; enhancing border security; heightening cybersecurity efforts; reducing our vulnerability to all critical hazards; enhancing the capacity and expertise to plan for, mitigate, respond to and recover from all critical hazards that affect the safety, well-being, and economic security of Arizona; and building the resiliency of Arizona.

Agency Description:

The Department administers federal grants to State and local agencies to protect our border and prevent or reduce Arizona's vulnerability to terrorist attacks, as well as, driving best-in-class, enterprise cybersecurity solutions in an effort to ensure the protection of all government functions within the State of Arizona

Executive Summary:

The focus of the Department for Fiscal Year 2023 will be: to comply with all grant guidelines including obligating funds within 45 days of receipt of the 2022 grant award and monitoring subrecipients to ensure their compliance with grant guidelines; assist in identifying resources that can be used and shared statewide to strengthen the ability to work together to address common threats and vulnerabilities across the state; enhance public safety improve enterprise efficiencies, and enhance the overall cybersecurity, privacy, and resiliency of all data and systems throughout the State through statewide collaboration and leveraging partnerships.

The Department will increase efficiency by exploring automated systems, analyzing reimbursement data and engaging with stakeholders to minimize the amount of days to process completed reimbursements.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Effectively manage homeland security grant funds	2017 (REV 2023)	<ul style="list-style-type: none"> Operation Stonegarden Grants have funded 534,888 hours of law enforcement overtime, 183,580 vehicle stops, and 6,816 apprehensions in an effort to secure our border AZDOHS has monitored 1,282 subrecipient projects through site visits and desk reviews to ensure 100% compliance on grant awards Monitoring and oversight of grant funding has ensured over 99% of grant funding is utilized
2	Build the statewide capacity to defend against and respond to cyber attacks	2021	<ul style="list-style-type: none"> Moved the Enterprise Security Team to Arizona Department Of Homeland Security (AZDOHS) Opening of the Cyber Command Center at the Arizona Counter Terrorism Information Center (ACTIC) Expansion of the Homeland Security Grant Program providing Cyber Resources for Local and Tribal Governments Establishment of the Arizona-Information Sharing Analysis Center (AZ-ISAC)
3	Create a more efficient Department	2017 (REV 2023)	<ul style="list-style-type: none"> Engaged our stakeholders on a 1-on-1 basis to ensure education and mentorship occurs Conducted stakeholder seminars to improve the reimbursement process Conducted outreach and updated website to provide current policies and procedures Decreased the AZDOHS average reimbursement processing time from 42 to 10.06 calendar days, in order to 41 minimize stakeholder capital outlay (75% reduction)

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
#1	Maintain compliance with federal grant guidance	<ul style="list-style-type: none"> Percent compliance with federal grant mandates Number of projects monitored 	<ul style="list-style-type: none"> Reallocate funding from projects that do not expend their awarded amount to other projects that need funding to further support the homeland security mission Ensure the success of Operation Stonegarden by conducting integrated planning team meetings and monitor key statistics such as: vehicle stops, overtime hours worked, and illegal aliens apprehended
#2	Continue to develop the capability to defend against and respond to cyber attacks Across the State of Arizona	<ul style="list-style-type: none"> Maintain statewide cybersecurity risk score of 725 or greater Number agency assessments completed Percent green of enterprise security tool deployment Number of IOC's shared with SLTT partners 	<ul style="list-style-type: none"> Increase enterprise cybersecurity tool adoption and maturity within the State Agencies Begin further deployment of cyber tools through the Statewide Cyber Readiness Grant Program, specifically targeting K-12 schools Continue to mature AZ-ISAC processes, governance, and grow membership Review and revitalize ESPAC membership and processes
#3	<p>Reduce days to reimburse stakeholders (breakthrough)</p> <p>Increase standard work for routine/frequent documents</p>	<ul style="list-style-type: none"> Average number of days to process completed reimbursement requests (breakthrough) Number of improved AMS standard work processes 	<ul style="list-style-type: none"> Continuously seek ways to improve our internal processes Engage with stakeholders on a 1-on-1 basis Continuously collect and analyze data to determine reasons for delays Explore automated systems to enhance grant related processes Review business related functions and determine areas where policies and procedures can be revised, improved or re-written using standard work

Issue 1 SUSTAINING THE VIABILITY OF AZDOHS SECURITY WITH DRASTICALLY REDUCED FUNDING

Description IMPACT TO AZDOHS TO EFFECTIVELY PROVIDE HOMELAND SECURITY STRATEGIC DIRECTION, ENHANCE COLLABORATIVE EFFORTS AND ADMINISTER AND MANAGE GRANT FUNDS AWARDED TO THE STATE OF ARIZONA. The AZDOHS is the State Administrative Agency (SAA) responsible for the management and administration of the suite of grant programs available from the USDHS. As the SAA, there is a myriad of roles, responsibilities and reporting requirements to maintain eligibility to receive and maintain compliance with all of the grant guidance and award conditions.

Since 2015, Arizona's homeland security grant funds have increased by more than 20.0%. However, with increased funding the SAA must still maintain compliance and meet all reporting requirements well after the end of a grant performance period regardless of any potential reductions of the grant programs.

While the AZDOHS has made every effort to be exemplary stewards of the funds awarded to the State, the department would be impacted by a reduction of funds.

A substantial reduction in funds will directly result in a reduction of current AZDOHS staffing levels. A reduction in current staffing levels will affect the department's ability to sustain the collaborative efforts that have brought together and built working relationships across the various disciplines. The collaborative relationships built have served as a cornerstone involving collective efforts to share information, leverage resources, and increase the level of prevention and response capabilities.

Reduced staffing would impede the ability to efficiently and effectively manage and administer the grant programs as well as meet all of the state and federal reporting requirements. Failure to maintain compliance with the reporting requirements could result in Arizona being ineligible to receive homeland security grant funds or a reimbursement being held until such time compliance is achieved.

Reimbursement requests to stakeholders would be delayed thus imposing unintended budgetary consequences on local jurisdictions to be able to accept and utilize any potential grant funds that may have been awarded. Accordingly, stakeholder relationships and collaborative efforts would be affected.

Should federal homeland security grant funding be reduced, the overarching impact to the State of Arizona will negatively affect border security and counter-terrorism efforts. In addition, emergency management, preparedness and response efforts will also be impacted. Reduced funding could affect the sustainment of Arizona's current levels of security, preparedness and emergency response.

Solutions:

SUSTAINING THE VIABILITY OF THE AZDOHS WITH POTENTIALLY REDUCED FEDERAL FUNDING - IMPACT TO AZDOHS TO EFFECTIVELY PROVIDE HOMELAND SECURITY STRATEGIC DIRECTION, ENHANCE COLLABORATIVE EFFORTS AND ADMINISTER AND MANAGE GRANT FUNDS AWARDED TO THE STATE OF ARIZONA.

To address reduction of funding to maintain and sustain the AZDOHS, the department will continue to use the Arizona Management System to analyze and assess our internal budget and internal processes.

Annual reviews and assessments will be conducted to determine viability of staff levels to maintain ongoing department responsibility requirements. If reduction in funds is experienced, reduction in force recommendations will be made to the director accordingly.

With limited resource options, it will be difficult to sustain the standards of excellence the AZDOHS has attained to be good stewards of the homeland security funds awarded to Arizona.

AZDOHS will continue to use the Arizona Management System to analyze and assess our internal budget and internal processes.

Issue 2 MAINTAINING THE SAFETY AND SECURITY OF ARIZONA’S RESIDENTS WITH REDUCED FUNDING

Description POTENTIAL IMPACT TO ARIZONA’S ENHANCEMENT OF BORDER SECURITY AND THE CAPABILITY AND CAPACITY TO PREVENT, PROTECT, MITIGATE, RESPOND TO AND RECOVER FROM TERRORIST ATTACKS AND ALL HAZARDS.

In today’s current environment, there is a persistent threat of terrorist attacks. It’s not a matter of if, but when these attacks will occur worldwide. It is more important than ever to provide as many resources as possible to homeland security initiatives to ensure the safety and security of Arizona’s residents.

There is an ongoing challenge to maintain and sustain the capabilities and capacity levels achieved over the past several years with the continuous looming potential reductions in federal funding. One of the major elements that is key to the capability and capacity to prevent, protect, mitigate, respond to and recover from terrorist attacks and all hazards is the collaborative partnerships that have been developed and fostered through the homeland security grant program.

As is the case with many federal grant programs, AZDOHS leadership is aware of the potential in reduced homeland security grant funding and continues to work with stakeholders to maximize the use of current grant funds. While AZDOHS may experience fluctuations in funding levels, there will be an ongoing requirement and expectation that Arizona will continue to assure border security operations are enhanced and sustained; and that the capabilities and capacity (built with homeland security grant funds) to address the ever-present and ongoing threats of terrorism (both domestic and international), illegal border crossings, human and drug trafficking along the Arizona/Mexico border, and information-sharing among law enforcement entities (local, state, tribal, federal) to prevent adversarial attacks are sustained.

To provide safety and security to Arizona’s residents; the capability and capacity to conduct border security operations, maintain emergency response plans, and interoperable communications, and equipment to respond to acts of terrorism or other critical hazards is a priority for the well-being of all residents. It is also imperative that training and exercise continue to maintain and sustain a capable response force.

Reduced funding impacts Arizona’s border security operations by decreasing state, local and tribal high-visibility uniformed patrols along the Arizona/Mexico border and also affects the ability to prevent and protect Arizona’s residents from terrorism and other critical hazards. It is essential to maintain the strategic direction, capabilities and capacity to prevent, protect, mitigate, respond to and recover from an incident for the safety, well-being and economic security of Arizona.

The challenge is sustaining or enhancing the capacity levels in accordance with increasing threats/hazards in the current homeland security environment.

Solutions:

STRATEGY TO ADDRESS ISSUE 1 – MAINTAINING THE SAFETY AND SECURITY OF ARIZONA’S RESIDENTS WITH POTENTIALLY REDUCED FEDERAL FUNDING - POTENTIAL IMPACT TO ARIZONA’S ENHANCEMENT OF BORDER SECURITY AND THE CAPABILITY AND CAPACITY TO PREVENT, PROTECT, MITIGATE, RESPOND TO AND RECOVER FROM TERRORIST ATTACKS AND ALL HAZARDS.

The AZDOHS will continue to focus on border security, maintaining and sustaining the capabilities and capacities to prevent, protect, mitigate, respond to and recover from threats or acts of terrorism and all critical hazards with the grant funds awarded to Arizona through the FFY 2022 funding cycle. To address this issue, the AZDOHS will focus on the furtherance of enhancing regional partnerships and collaborative information-sharing activities.

It is the goal of the AZDOHS to manage and administer the available funds while maintaining compliance with the USDHS National Preparedness Goal and the National Preparedness System to sustain capabilities that can be regionally and federally deployed.

Although deployment is coordinated through the mutual aid compacts at the local, state and regional level, the SAA is the designated entity eligible to apply for and receive homeland security grant funds.

If federal funds are reduced, stakeholders would be encouraged to seek maintenance and sustainment support through their local governing body.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	35.0	35.0	35.0
General Fund	10.0	10.0	10.0
Other Appropriated Funds	10.7	10.7	10.7
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	32.0	32.0	32.0

◆ **Goal 1** To effectively manage homeland security grant funds

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Operation Stonegarden Vehicle Stops	150,254	150,000	183,580	200,000	200,000
Explanation: Total number of vehicle stops during Operation Stonegarden					
Operation Stonegarden Apprehensions	6,177	6,200	6,816	7,000	7,000
Explanation: Total number of illegal aliens turned over to Border Patrol during Operation Stonegarden					
Operation Stonegarden OT Hours	429,477	425,000	534,888	550,000	550,000
Explanation: Total number of overtime hours worked during Operation Stonegarden					

◆ **Goal 2** To provide strategic direction and improve regional collaboration on homeland security issues within Arizona

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Federal allocation compliance rate	100	100	100	100	100
Explanation: Results expressed as a percentage.					
Projects Monitored	253	250	218	250	250
Explanation: Total combined number of projects AZDOHS has monitored via site visits and desk reviews to ensure grant compliance					
Reimbursement Process Improvements	10.4	10.0	10.1	10.0	10.0
Explanation: Decrease the AZDOHS average reimbursement processing time from 42 to 28 calendar days to minimize stakeholder capital outlay					
Funding Reallocated	3,497,000	3,600,000	2,400,000	2,700,000	2,700,000
Explanation: Total amount of funding reallocated to prevent funds from reverting back to the Federal government					
Projects Reallocated	65	70	54	65	65
Explanation: Total number of projects reallocated to prevent funds from reverting back to the Federal government					
Drawdown Rate	99	99	99	99	99
Explanation: Total amount of expended grant funds, not reverted to Federal government					

◆ **Goal 3** To create a more efficient Department

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
# of Agency FTE Count	14	30	30	35	35
Explanation: Number of active employees in HRIS (excluding board and commission members, interns, volunteers, and "pool" positions)					
# of Regrettable Attrition	0	2	2	2	2
Explanation: The number of voluntary separations of employee's whose performance ratings were meets expectations or better (e.g. MAP score of 2.0 or higher) AND whom the agency indicated they had planned to retain the employee, represented as a monthly total.					
# of Administrative Rules Improved or Repealed	0	0	0	0	0
Explanation: "# of administrative rules eliminated or streamlined by your agency - An improved rule is defined as the repeal of a rule that is overly burdensome, antiquated, contradictory, redundant, or nonessential; or modification of a rule to reduce regulatory burden, administrative delay or uncertainty "					
# of Breakthroughs Achieved	0	0	0	0	0
Explanation: Number of breakthrough plans completed where a +50% efficiency gain has been sustained					
% of Services Online	33.0	33.0	33.0	33.0	33.0
Explanation: "# of agency services provided online Online defined as where the entire process from the customer perspective can be completed electronically. (No physical mail, wet signature, or office visit requirements)"					
To Maintain or Improve the States' cybersecurity risk score	725	725	725	725	725
Explanation: Maintain or Improve the States' cubersecurity risk score					
Phishing Click Rate	0	6	6	6	6
Explanation: Number Expressed in a Percentage					

Agency Summary

DEPARTMENT OF HOUSING

Tom Simplot, Director
Phone: (602) 771-1007
A.R.S. §§ 41-3951 to 41-4065

Mission:

To provide housing and community revitalization to benefit the people of Arizona.

Description:

The Department of Housing is a cabinet-level agency, created in 2002 by the Legislature to serve as the State's primary agency to address housing issues. Primarily funded through federal resources and fees, the Department administers housing and community development resources, serves as the State's public housing authority, and regulates Arizona's manufactured housing industry.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	70,000.0	0.0
Other Appropriated Funds	322.7	367.4	367.4
Other Non Appropriated Funds	180,856.8	264,669.8	190,070.4
Total Funding	181,179.5	335,037.2	190,437.8
FTE Positions	77.0	82.0	82.0

Issue 1 Enhance agency practices to align with business needs

Description The Department must modernize systems and adapt to a changing workplace. In a post-pandemic era, teleworking is predominant, staff and customers expect online access, electronic processes, and real time reports available 24/7. Systems need to be highly functional and the need for assigned office space is dwindling as staff is more mobile and their days physically in the office are shrinking.

The Manufactured Housing division of the Arizona Department of Housing is a fee-based regulatory function. It currently utilizes an antiquated set of desktop and web applications for providing numerous public services to its fee-paying customers. Implementing a modern software system for plan review, permitting, and inspections will provide fee paying customers with better customer service, including faster plan review, real time inspection results, and real time permit tracking statewide.

Solutions:

The Department has two Manufactured Housing strategy areas and one agency-wide strategy to enhance agency practices:

Reduce turnaround times for modular building and manufactured housing plan review and permits: (1) Complete Salesforce implementation for all modules; (2) Provide online and realtime project status for customers; (3) Provide system access to authorized jurisdictions under inspection agreements for realtime tracking.

Improve efficiency and reduce administrative costs: (1) Continue permanent teleworking and utilizing remodeled “hotel” office spaces & meeting rooms as needed; (2) Outsource loan servicing for the Hardest Hit Fund and Rental Programs.

Issue 2 Increase affordable housing opportunities

Description The Department will focus efforts and funding on producing affordable housing units in both urban and rural areas of the State. Since the early 2000’s housing production has not kept up with Arizona’s strong population growth. We currently estimate a housing shortage of over 250,000 units Statewide. The overall housing shortage in Arizona is driving up rental and home prices, making housing unaffordable for many longtime Arizona residents. Most low income households are so cost burdened that one unexpected bill or cut in work hours can cause them to lose their housing and become homeless. The State is also seeing an increase in persons experiencing homelessness. The housing shortage makes it very difficult to find available housing for homeless persons, even with rental assistance like Rapid Rehousing and Section 8 Housing Choice Vouchers. Fast growing metro areas in the State are also seeing land and construction costs rising, making it very difficult to finance affordable housing. Innovative and collaborative strategies involving both the public and private sector are needed to dramatically increase affordable housing in the State.

Solutions:

The Department’s strategies to increase affordable housing opportunities include: (1) Hold three rounds of competition for State Low Income Housing Tax Credits (LIHTC); (2) Utilize all funding sources, including the new State LIHTC Program and State Housing Trust Funds to increase financing for the production of at least 20% more new affordable rental units than previous year; (3) Continue to increase partner engagement and seek creative opportunities to increase housing development.

Issue 3 Reduce homelessness

Description The Department will coordinate efforts to reduce homelessness by working with other public and private partners and making resources available to avoid evictions and foreclosures, increase shelter capacity, and re-house the homeless. Homeless numbers are growing in the State while shelter and housing units are scarce. The unsheltered homeless grew by 18% from 2019 to 2020, increasing at a higher rate than the sheltered and overall homeless count. The most current Point-In-Time count showed approximately 9,700 unsheltered homeless across the State. Income loss from the 2020 Pandemic increased homelessness, put extra pressure on service providers, and exposed many shortcomings in housing and homeless policies. However, Federal CARES Act funding to isolate and care for infected residents and mitigate the spread of COVID 19 resulted in some innovative housing models. Those models can be used to quickly create additional shelter and transitional housing units with a greater success rate of housing stability.

During the 2020 Pandemic, many renters and homeowners struggled to pay for housing and utilities. Federal programs assisted residents with rent and utility costs and, in 2021, the American Rescue Plan Act created a Homeowner Assistance Fund (HAF) to help struggling homeowners. The challenge with federal assistance programs is to get the funding to the residents before they experience evictions or foreclosures that make them at-risk for homelessness. The Department will utilize past experience, National best practices, and an online application and payment program to implement the HAF Program. The HAF Program goal is to prevent foreclosure by quickly and efficiently disbursing the funds to struggling low income homeowners.

The Department will also continue to support successful ongoing programs and partnerships such as Rapid ReHousing and Re-Entry Housing. The Department will continue working with the Arizona Department of Corrections and other state agencies, to address housing issues of individuals exiting Corrections facilities in order to avoid homelessness and to provide more stable housing situations in order to aid in the reduction of recidivism.

In order for Arizona to make progress it will take a coordinated effort. The Department is actively cultivating partnerships and increasing communication and collaboration among service providers to effectively leverage the \$2.6 billion in federal funding flowing into the state via the American Rescue Plan Act.

Solutions:

The Department is taking a multi-pronged approach, starting with a renewed commitment to the Statewide Homeless Breakthrough Project.

Increase housing units and supportive services for persons experiencing homelessness: (1) Leverage Federal and State funds for the acquisition/rehabilitation of facilities to provide shelter and transitional housing beds for persons experiencing homelessness; (2) Establish a grant program for cities, towns, and counties for homeless services programs designed to provide jobs and services to reduce homelessness.

Improve collaboration and coordination of homeless services Statewide: (1) Issue Draft Statewide Homeless Strategies Plan that incorporates local jurisdiction plans, hold feedback sessions, and finalize plan with Statewide Strategies and Goals; (2) Continue to provide leadership and facilitate regular roundtable collaboration meetings with homeless service providers and local jurisdictions.

Enhance Homeless Programs and Services in the Balance of State (BOS): (1) Provide leadership and collaboration with other State agencies (AHCCCS, DES) and partners (ArizonaHousing Coalition, Service Providers) to assist the BOS Continuums of Care and create effective LCEHs; (2) Provide funding to build capacity and enhance training for LCEH staff; (3) Apply for a US Department of Housing and Urban Development Grant specifically for Rural Communities.

Effectively utilize Federal Homeowner Assistance Funding to prevent homelessness: (1) Continue targeted outreach to encourage applications from rural and low income communities; (2) Maintain application turnaround time of less than 7 days; (3) Modify the program as necessary to accommodate new situations and opportunities to assist homeowners.

Issue 4 Improve low income communities

Description The Department will focus on creating the best living environments for Arizona’s citizens and communities by targeting its resources to encourage the development and rehabilitation of sustainable, energy-efficient, accessible affordable housing; working with rural cities and counties to make good and timely investments in community development and revitalization through federal resources; and effectively utilizing our Housing Choice Vouchers in Yavapai County.

The Department will increase efforts to target its resources to ensure equity in funding and opportunity for rural and minority communities. Activities that are financed through Department resources that create better living environments include: rehabilitation and weatherization improvements of dilapidated owner-occupied housing stock with a priority for seniors, individuals living with disabilities, and families with children; monthly rental subsidy assistance for Arizona’s lowest income households who otherwise would be homeless; and improved infrastructure and community facilities in Arizona’s 13 rural counties.

Solutions:

The Department has two focus areas to improve low income communities:

Ensure investment of federal funding into AZ low-to moderate income rural communities: (1) Ensure at least 25% of LIHTC and Housing Trust Funds are awarded to qualified rural projects; (2) Increase oversight and ensure at least 75% of CDBG projects in rural low-income communities are on track to meet project performance and completion goals (up from 70% in prior year); (3) Fund housing navigator to assist voucher holders in finding and leasing rental units in rural communities.

Increase production and percentage of sub-standard housing receiving rehabilitation or weatherization improvements: (1) Continue funding rehabilitation and weatherization to preserve and improve aging housing stock Statewide; (2) Implement Nexxus Database for Weatherization Program to increase production and improve quality of remote oversight of sub-grantees and their contractors.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	0.0	0.0	0.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	367.4	367.4	367.4
Non-Appropriated Funds	101,270.0	101,270.0	101,270.0
Federal Funds	88,800.4	88,800.4	88,800.4

◆ **Goal 1** To Increase Affordable Housing Opportunities

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
% increase in units funded over prior year	n/a	50	194	20	20
# of urban and rural affordable housing units developed	0	0	0	6150	6150
# of units funded with State LIHTC	0	0	0	940	940

◆ **Goal 2** To Reduce Homelessness

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
# homeless persons housed with Rapid Rehousing Assistance	0	0	0	108	108
% increase in shelter beds	0	0	0	TBD	TBD
% increase in youth shelter beds	0	0	0	TBD	TBD
Publish Statewide Homeless Strategies Plan by December 31st	0	0	n/a	n/a	n/a
# roundtables hosted	0	0	0	TBD	TBD
% of homeless funding leveraged with other jurisdictions	0	0	0	TBD	TBD
% Increase in Balance of State Local Coalitions to End Homelessness (LCEH)	0	0	0	TBD	TBD
% increase in homeless persons served in the BOS	0	0	0	TBD	TBD
Number of households assisted	n/a	3600	n/a	n/a	n/a
% of eligible households submitting applications	n/a	91	n/a	n/a	n/a
Number of foreclosures prevented	n/a	2224	n/a	n/a	n/a

◆ **Goal 3** To Improve Low Income Communities

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
% of rural housing projects funded with LIHTC & HTF	0	0	0	25	25
% of Housing Choice Vouchers leased up	0	0	0	82	82
# units rehabilitated and/or weatherized	0	0	0	800	800
% of sub-standard manufactured housing improved	0	0	0	40	40

◆ **Goal 4** To Enhance Agency Practices to Align with Business Needs

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average days for plan review completion	n/a	30	n/a	40	40
Average time between permit and final inspection approval	n/a	135	n/a	180	180
Average turnaround on permits	0	0	0	7	7
% reduction in office costs	0	0	0	TBD	TBD
Average turnaround on Deeds of Release	0	0	0	5	5

Agency Summary

INDEPENDENT REDISTRICTING COMMISSION

Raymond Bladine, Executive Director
Phone: (602) 542-5221
Constitution Art. 4, Part 2, Section 1

Mission:

To administer the fair and balanced redistricting of congressional and legislative districts for the State of Arizona.

Description:

The Independent Redistricting Commission was established with the approval of Proposition 106 by voters in November 2000. The Commission has five members, four of whom are selected by the House and Senate majority and minority leadership. The final member is selected by the other four members and cannot be registered with a political party already represented on the Commission. The five-member Commission is responsible for redrawing Arizona's congressional and legislative district boundaries based on the decennial census.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	5,918.4	0.0	1,506.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	5,918.4	0.0	1,506.3
FTE Positions	6.0	2.5	5.0

Agency Summary

INDUSTRIAL COMMISSION

James Ashley, Director
 Phone: (602) 542-4411
 A.R.S. § 23-108.01

Mission:

To efficiently administer and effectively oversee all applicable laws related to the protection of life, health, safety, and welfare of employees within the state.

Description:

The Industrial Commission of Arizona (ICA) was established to oversee laws protecting the life, health, safety, and welfare of Arizona’s workers. The ICA administers the state’s Workers’ Compensation Act and other employee protections, such as laws related to occupational safety and health, minimum wage, unpaid wages, and youth labor. The ICA also provides workers’ compensation benefits to claimants of uninsured employers and bankrupt self-insured employers.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ ADMINISTRATIVE SERVICES	4,892.1	7,238.4	6,331.2
➤ WORKERS COMPENSATION CLAIMS ASSURANCE	2,854.8	3,113.7	3,295.8
➤ ADJUDICATION OF DISPUTES	4,265.0	4,687.2	5,005.1
➤ LABOR LAW ADMINISTRATION	1,119.2	1,446.1	1,573.2
➤ OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION	5,995.3	6,888.6	6,979.1
➤ SPECIAL FUND CLAIMS PROCESSING	17,263.7	17,163.7	17,243.3
➤ LEGAL COUNSEL	1,266.6	1,363.6	1,469.0
➤ MUNICIPAL FIREFIGHTERS CANCER REIMBURSEMENT PROGRAM	95.0	5,080.0	5,084.6
Agency Total:	37,751.7	46,981.3	46,981.3
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	95.0	84.6	84.6
Other Appropriated Funds	18,247.9	21,976.7	21,976.7
Other Non Appropriated Funds	19,408.8	24,920.0	24,920.0
Total Funding	37,751.7	46,981.3	46,981.3
FTE Positions	216.0	216.0	216.0

Issue 1 FIVE YEAR 2023-2028 STRATEGIC PLAN**Description** VISION:

To be the best state in the proactive, collaborative, and steadfast protection of the life, health, safety, and welfare of the workforce.

MISSION:

To efficiently administer and effectively oversee all applicable laws related to the protection of life, health, safety, and welfare of employees within the state.

AGENCY DESCRIPTION:

The Industrial Commission of Arizona (“ICA”) was established to oversee laws protecting the life, health, safety, and welfare of Arizona’s workers. The ICA administers the state’s Workers’ Compensation Act and other employee protections, such as laws related to occupational safety and health, minimum wage, unpaid wages, and youth labor. The ICA also provides workers’ compensation benefits to claimants of uninsured employers and bankrupt self-insured employers.

EXECUTIVE SUMMARY:

With core missions to protect and assist workers both before and after a workplace injury, to collaboratively work with employers and employees to promote workplace safety and health, and to efficiently perform statutory duties pertaining to workers’ compensation and labor-related claims, the ICA’s strategic plan is focused on proactive, collaborative workplace safety; continually-improved customer service, operations, and technology; a high-performing workforce; and reducing unnecessary litigation.

The ICA will: (1) expand the reach and impact of the Arizona Division of Occupational Safety and Health (“ADOSH”) in an effort to eliminate hazards before injuries occur; (2) improve the operational efficiency of the ADOSH Whistleblower Unit, the Claims Division notification and solicitation process, and Labor Department’s processing of wage claims; and (3) use appropriate tools to continue reducing the volume of litigation in the Special Fund and ALJ Divisions.

The ICA’s modernized IT platform has been expanded to include multiple state-of-the-art Salesforce systems, community portals, and online services – better serving stakeholders and ICA staff. Continued efforts will focus on leveraging technology to improve manual, paper-based processes in the ADOSH & Accounting Divisions; expanding virtual services; and increasing efficiency of ICA staff.

Finally, significant progress has been made to develop a high-performing, engaged workforce. Continued efforts will focus on improving employee knowledge and performance through effective gemba walks, enhanced access to standard work, and electronic 5S.

Solutions:

STRATEGY 1: Model State for Worker Safety and Health:

Start Year: 2018

Progress/Successes

*FY18-22: Construction/high-hazard consultation visits increasing (FY18-530; FY19-753; FY20-866; FY21-1,067; FY22- 1,115)

*FY18-22: Safety & health partnerships increasing (FY22-172)

*FY20, 22: Voluntary Protection Prog. (VPP) awarded in Phoenix & Tucson

*CY17-20: Opioid use in workers’ compensation decreasing (CY17: 35% claims w/ ≥ 1 opioid Rx; CY18: 28%; CY19: 23%; CY20: 20%)

*FY20-22: 44,611 employees trained by ADOSH; 10,744 hazards abated; 82,617 employees benefited from ADOSH Consultation

*FY22: Closed 325 ADOSH whistleblower cases

FY 23 Annual Initiatives:

-
- *ADOSH Division focus and A3 plan for achieving 182 active ADOSH partnerships (~5% increase); 1,104 high-hazard consultation visits (sustain); 18,432 employees trained (5% increase); and 34,020 employees impacted (sustain)
 - *Develop occupational safety & health computer-based training modules - 2 topics
 - *Continue ADOSH Division A3 plan for reducing average Compliance lapse time
 - *Complete ICA safety program update (A3)
 - *ADOSH focus on reduction of whistleblower case backlog and pending time (A3)

STRATEGY 2: Operational Excellence Through Continuous Improvement

Start Year: 2018

Progress/Successes:

- *FY18-22: 14 strategic/operational breakthroughs achieved (FY22 - VPP Tucson, Earned Paid Sick Time (“EPST”) Retaliation processing time limit, Loss of Earning Capacity awards)
- *FY18-22: Successfully deployed 100% of Arizona Management System elements with a maturity score of 3.78 (FY20), 3.8 (FY21), 4.1 (FY22)
- *FY21-22: Eliminated Labor Dept. backlogs in Wage, Min. Wage, EPST, EPST Retaliation, Youth Labor, & Payment Compliance programs

FY 23 Annual Initiatives:

- *A3 project plan with emphasis on eliminating wage claim backlog, while preventing backlog growth in all other Labor Department programs
- *Develop improved intake audit program to drive quality improvements in the intake unit
- *A3 project plan focused on ICA efforts to increase payer compliance with claim notifications and solicitations
- *Leverage Tableau to analyze claim notification & solicitation data, identify problem areas, and develop solutions
- *Publish first firefighter & fire investigator cancer claim report by September 30
- *Process 100% of qualifying MFCRF reimbursement requests timely and accurately
- *Exceed statutory requirements pertaining to annual Fee Schedule update

STRATEGY 3: Efficient Customer Service Through Wise Use of Technology

Start Year: 2018

Progress/Successes:

- *FY19-22: Launched and stabilized Salesforce-based Claims/Administrative Law Judge (“ALJ”) computer system w/ enhanced customer portal (stakeholder usage increasing)
- *FY19-22: Launched Salesforce-based systems in the Legal Division; Labor Dep’t; ADOSH Compliance/Whistleblower Unit; ADOSH Consultation Unit; and Accounting Division
- *FY21-22: Completed Cloud First Initiative; improved IT security through multi-factor auth., single sign-on, and always-on virtual private network

FY 23 Annual Initiatives:

- *Fully deploy and strategically improve new Salesforce systems
- *Train 100% of users & publish 20 standard work documents re new systems usage
- *Increase Salesforce synergy by deploying two agency-wide Salesforce tools

STRATEGY 4: High Performing and Agile Workforce

Start Year: 2018

Progress/Successes:

- *FY19-20: Increased professional development by over 100%
- *FY19-22: Development of standard work (FY19: 207 standard work documents published; FY20: 226, FY21: 223, FY22: 171)
- *FY20-21: Updated Continuity of Operations Plan; completed succession planning & onboarding standard work; deployed virtual huddle boards
- *FY22: Improved quality/quantity of gemba walks (432 completed)
- *FY22: Improved quality/quantity of agency training (812 training hours)

FY 23 Annual Initiatives:

- *Continued agency focus on gemba walks to support employee performance
- *Deploy Salesforce Knowledge and migrate 100% of existing standard work
- *Train ICA employees on usage of Salesforce Knowledge & complete survey
- *Develop electronic 5S training program and standard work

STRATEGY 5: Reduce Volume of Workers' Compensation Litigation (Without Impacting Due Process)

Start Year: 2020

Progress/Successes:

- *FY18-22: Full & Final settlements increasing (FY18/19: 303 settlements approved; FY20: 391; FY21: 628; FY22: 625)
- *FY19: Adopted complete evidence-based treatment guidelines
- *FY19-22: Number of employers obtaining insurance as a result of ICA efforts increasing (FY19: 510; FY20: 678, FY21:751, FY22: 740)
- *FY18-22: Increased Special Fund settlements (466 total)
- *FY20-22: 1,587 adjusters completed Claims training program
- *FY22: Approximately 32% of ALJ cases resulting in settlement
- *FY21-22: 923 ALJ Alternative Dispute Resolution ("ADR") sessions held (504 matters resolved)
- *FY22: 12 targeted claims trainings; elec. funds transfer ("EFT") program deployed (1,728 EFT payments); pilot prog. for informal Medical Resource Office ("MRO") billing dispute services (14 disputes resolved)

FY 23 Annual Initiatives:

- *Achieve 36 full & final/non-compensable settlements (~10% increase)
- *Implement Special Fund "payment category" audit program (A3)
- *Expand usage of the ICA ADR program by increasing participation by 10% (A3)
- *Focus on prompt resolution of 1061(J) disputes
- *Full deployment of informal billing dispute program (A3)
- *Develop and deploy training program for healthcare professionals
- *Develop and deploy training program for payer representatives

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	216.0	216.0	216.0
General Fund	84.6	84.6	84.6
Other Appropriated Funds	21,976.7	21,976.7	21,976.7
Non-Appropriated Funds	18,952.1	18,952.1	18,952.1
Federal Funds	3,501.5	3,501.5	3,501.5

◆ **Goal 1** To become a model state for worker safety and health.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Tracking Purposes Only-No Targets: Average number of workers' compensation claims notified (processed) in month divided by number of total employment (non-farm, not seasonally adjusted) x 100,000 Explanation: FY23 Scorecard: N/A	159.53	N/A	0	N/A	N/A
Cumulative % of VPP milestones completed at the end of each reporting period, measured based on milestone plan outlined on A-3 Explanation: FY23 Scorecard: N/A	60	100	100	N/A	N/A

◆ **Goal 2** To become a high performing and agile workforce.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of active employees in HRIS (excluding board and commission members, interns, volunteer, and "pool" positions) Explanation: FY23 Scorecard: N/A	203	215	187	N/A	N/A
Total # of Standard Work documents published during the fiscal year to date, reported on the last day of each reporting month. Explanation: FY23 Scorecard: N/A	223	125	171	N/A	N/A
Cumulative # of STW documents migrated to Salesforce Knowledge at end of reporting month divided by total # of STW documents to migrate (reported as a percentage) Explanation: FY23 Scorecard: ICA - % Standard Work Migrated into Salesforce	0	0	N/A	100	N/A
Cumulative # of all Gemba Walks conducted in all Divisions during fiscal year (measured at the end of each reporting month), divided by annual goal of 432 Explanation: FY23 Scorecard: ICA - % Gemba Walks	0	0	N/A	100	100

Program Summary

ADMINISTRATIVE SERVICES

Sylvia Simpson, Chief Financial Officer
 Phone: (602) 542-4654
 A.R.S. § 23-101, et seq.

Mission:

To provide support services necessary to ensure the efficient and effective operation of the ICA.

Description:

Administrative Services comprises the following six departments or divisions: Director’s Office, which provides executive management and Commission support services; Accounting, which provides financial accounting, investment management, tax assessment, tax collection, budgeting, strategic planning, and workers’ compensation self-insurance program services; Management Information Services; Human Resources; Medical Resource Office, which provides administrative review and oversight of the implementation of a process for the use of medical treatment guidelines; and Special Services, which provides facilities management, procurement, and mail services.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	4.6	0.0
Other Appropriated Funds	4,881.5	7,221.8	6,319.2
Other Non Appropriated Funds	10.6	12.0	12.0
Total Funding	4,892.1	7,238.4	6,331.2
FTE Positions	38.0	38.0	38.0

◆ **Goal 1** To provide efficient customer service through the wise use of technology.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
# of applicable assets purchased in reporting month processed complete and accurate the first time through divided by # of total assets processed in reporting month	24	90	50	N/A	N/A
Explanation: FY23 Scorecard: N/A					
Cumulative amount of APF utilized divided by \$1,067,700 (reported as a percentage)	0	0	43	100	N/A
Explanation: FY23 Scorecard: Acct. - % of Automation Project Funds Utilized					

◆ **Goal 2** To reduce volume of workers' compensation litigation (without impacting due process).

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Cumulative # of billing disputes submitted to MRO during FY, measured at the end of each reporting month Explanation: FY23 Scorecard: MRO - Billing Disputes Submitted	641	N/A	23	24	24
Cumulative # of billing disputes resolved by MRO during fiscal year, measured at the end of each reporting month Explanation: FY23 Scorecard: MRO - Billing Disputes Resolved	18	N/A	14	12	12
Measures the number of healthcare professionals that participate in training from the Medical Resource Office. Explanation: FY23 Scorecard: MRO - Education/Training - Healthcare Professionals	0	0	N/A	60	60
Cumulative number of payer representatives who have participated in formal MRO training, measured at the end of each reporting month Explanation: FY23 Scorecard: MRO - Education/Training - Payer Representatives	0	0	N/A	700	700

Program Summary

WORKERS COMPENSATION CLAIMS ASSURANCE

Ruby Tate, Manager
Phone: (602) 542-4661
A.R.S. § 23-901, et seq.

Mission:

To ensure that all workers' compensation claims are processed in accordance with the laws and rules of Arizona.

Description:

This program oversees activities of insurance carriers, self-insured employers, and third-party administrators to ensure the proper processing and payment of workers' compensation claims, which includes assessing penalties for bad faith or unfair claims processes and ensuring that claims are accepted or denied within 21 days of receipt of notices of claim. The Claims Division oversees the administration of medical and indemnity benefits for workers' compensation claims. This Division also includes the Ombudsman's office, which provides assistance to stakeholders.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	2,793.1	2,936.2	3,118.3
Other Non Appropriated Funds	61.7	177.5	177.5
Total Funding	2,854.8	3,113.7	3,295.8
FTE Positions	35.0	35.0	35.0

◆ **Goal 1** To achieve operational excellence through continuous improvement.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Age (in # of days) of the oldest pending AMW claim (not referred to bad faith) at COB on the last day of each month. Explanation: FY23 Scorecard: Claims - AMW Determination Time Limit	104	50	84	50	50
Average number of days from receipt of all necessary information to issuance of LEC award Explanation: FY23 Scorecard: N/A	118	46	23	N/A	N/A
Age (in days) of the oldest properly-filed workers' compensation claim that has not yet been notified at the end of each reporting month Explanation: FY23 Scorecard: N/A	15	20	17	N/A	N/A
Tracking Purposes Only: # of M-Solicits issued in reporting month divided by # of claims notified in reporting month Explanation: FY23 Scorecard: Claims - M-Solicit Issuance Rate	0	0	N/A	No Target	No Target
Tracking Purposes Only: Measures the number of internal bad faith notices issued due to a payor's failure to respond Explanation: FY23 Scorecard: Claims - # Internal Bad Faith Investigation Notices Issued	0	0	N/A	No Target	No Target
Cumulative # of targeted Claims trainings (not including Seminar, Out of State Adjuster Program, and internal trainings) provided during the fiscal year, measured at the end of each reporting month Explanation: FY23 Scorecard: Claims - Targeted Claims Trainings	0	0	N/A	12	12

Program Summary

ADJUDICATION OF DISPUTES

Michael A. Mosesso, Chief Judge
 Phone: (602) 542-5241
 A.R.S. § 23-941

Mission:

To resolve disputed matters in workers' compensation, youth employment, and wages efficiently, impartially and equitably as the administrative tribunal of the ICA in matters that arise under the jurisdiction of the ICA.

Description:

The vast majority of matters that are brought before the ALJ Division involve resolution of disputes in workers' compensation cases arising out of and during the administration of claims by insurance carriers, self-insured employers or the ICA as well as decisions made by the ICA. In addition, the ALJ Division hears matters arising under A.R.S. Title 23, youth employment, wage disputes, minimum wage cases, and earned paid sick time cases. Binding arbitration cases under A.R.S. § 38-961 (Public Safety Employees) are also heard by the ALJ Division.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	4,265.0	4,687.2	5,005.1
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	4,265.0	4,687.2	5,005.1
FTE Positions	37.0	37.0	37.0

◆ **Goal 1** To achieve operational excellence through continuous improvement

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of days to issue an Administrative Law Judge (ALJ) award.	41	30	33	N/A	N/A

Explanation: FY23 Scorecard: N/A

◆ **Goal 2** To reduce volume of workers' compensation litigation (without impacting due process)

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Tracking Purposes Only-No Targets: Divide the # of settlements approved by ALJ during reporting month by the number of cases referred to ALJ during the reporting month, then multiply by 100. Explanation: FY23 Scorecard: N/A	30	N/A	9	N/A	N/A
Cumulative # of mediations and settlement conferences held by ALJ Division as of the last day of each reporting month Explanation: FY 23 Scorecard: N/A	269	408	654	N/A	N/A
Total # of all cases referred to mediation/settlement conference in reporting month / total number of cases referred to ALJ in reporting month; then multiply by 100 Explanation: FY23 Scorecard: ALJ - Alternative Dispute Resolution Program Case Rate	0	0	12	15	15
Measures the effectiveness of the ALJ Division ADR program by tracking the rate of case settlement Explanation: FY23 Scorecard: ALJ - Alternative Dispute Resolution Settlement Rate	0	0	64	60	60
For cases resolved or referred to hearing in reporting month, cumulative number of days pending since date filed to date resolved/referred for hearing divided by number of cases resolved or referred to hearing in the reporting month Explanation: FY23 Scorecard: ALJ - 1061(J) Average Days to Resolution/Hearing	0	0	22	20	20
Measures the percentage of 1061(J) cases that are settled before referral to hearing Explanation: FY23 Scorecard: ALJ - % 1061(J) Cases Settled Before Referral to Hearing	0	0	25	30	30

Program Summary

LABOR LAW ADMINISTRATION

Lisa Padgett, Director

Phone: (602) 542-4515

A.R.S. §§ 23-230 et seq., 23-350 et seq., 23-363 et seq., 23-521 et seq.

Mission:

To enforce and provide administration of labor laws regarding wage, youth labor, minimum wage, and earned paid sick time.

Description:

The program enforces all statutes and rules concerning the resolution of wage complaint disputes, the enforcement of youth employment laws, and the enforcement of minimum wage and earned paid sick time (EPST) laws.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,119.2	1,431.1	1,558.2
Other Non Appropriated Funds	0.0	15.0	15.0
Total Funding	1,119.2	1,446.1	1,573.2
FTE Positions	17.0	17.0	17.0

◆ **Goal 1** To achieve operational excellence through continuous improvement.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
# of days from receipt of EPST Retaliation claim to date claim resolution competed with all necessary documentation completed for oldest EPST Retaliation claim closed during reporting month. Explanation: FY23 Scorecard: N/A	519	90	289	N/A	N/A
# of days from receipt of Wage claim to date claim resolution competed with all necessary documentation completed for oldest Wage claim closed during reporting month Explanation: FY23 Scorecard: Labor - Wage - Processing Time Limit	197	125	224	125	125
# of wage claims closed in reporting year Explanation: FY23 Scorecard: N/A	3,034	3,295	4,320	N/A	N/A
# of retaliation claims closed in reporting month Explanation: FY23 Scorecard: N/A	110	104	25	N/A	N/A
# of pending wage claims older than 125 days at end of reporting month divided by total number of pending wage claims at end of reporting month Explanation: FY23 Scorecard: Labor - % Wage Claims > 125 Days	0	0	30	2	2
# of pending minimum wage claims older than 70 days at end of reporting month Explanation: FY23 Scorecard: Labor - # Minimum Wage Claims > 70 days	0	0	2	1	1
# of pending Earned Paid Sick Time claims older than 90 days at end of reporting month Explanation: FY23 Scorecard: Labor - # Earned Paid Sick Time Claims > 90 days	0	0	2	1	1
# of pending Earned Paid Sick Time or Minimum Wage retaliation claims older than 90 days at end of reporting month Explanation: FY23 Scorecard: Labor - # Retaliation Claims > 90 Days	0	0	2	1	1

Program Summary

OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION

Jessie Atencio, Director
Phone: (602) 542-5795
A.R.S. § 23-405

Mission:

To ensure the safety of employees in the State of Arizona covered by the Arizona Occupational Safety and Health Act.

Description:

ADOSH administers the Arizona Occupational Safety and Health Act through a State Plan with Federal OSHA. 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 Division is also responsible for elevator and boiler safety. ADOSH focuses its efforts on both compliance and consultation/training.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	3,105.2	3,502.6	3,593.1
Other Non Appropriated Funds	2,890.1	3,386.0	3,386.0
Total Funding	5,995.3	6,888.6	6,979.1
FTE Positions	62.0	62.0	62.0

◆ **Goal 1** To become a model state for worker safety and health.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
The number of safety consultations for high-hazard employers completed during the fiscal year Explanation: FY23 Scorecard: N/A	1,067	1,104	1,115	N/A	N/A
Total # of employers who are participating in an ADOSH partnership (including VPP, SHARP, PEPP, CPP, AAMPP, HPP, and RRAP programs) at the end of each reporting month. Explanation: FY23 Scorecard: ADOSH Outreach - Partnership Programs	162	171	172	182	182
Total # of hazards abated by Arizona employers as a result of ADOSH Consultation and Compliance Programs during fiscal year, reported at the end of each month. Explanation: FY23 Scorecard: ADOSH Outreach - Hazards Abated	4,577	5,040	3,833	5,040	5,040
Total # of Arizona employees removed from a hazard as a result of ADOSH Consultation or Compliance Assistance visits during the reporting year, reported at the end of each reporting month. Explanation: FY23 Scorecard: N/A	26,709	29,400	34,241	N/A	N/A
Total # of Arizona employees trained by ADOSH Consultation or Compliance Assistance, both formal and informal training, during reporting year, reported at the end of each reporting month. Explanation: FY23 Scorecard: N/A	15,888	17,484	17,551	N/A	N/A
Monthly safety lapse time in reporting month plus monthly health lapse time in reporting month divided by 2 Explanation: FY23 Scorecard: N/A	61	45	60	N/A	N/A
Cumulative # of elevators inspected during the fiscal year (measured at end of reporting month) divided by annual goal of 6,360 Explanation: FY23 Scorecard: ADOSH - % Elevator Inspections	0	0	530	6,360	6,360
# of days from receipt of whistleblower complaint to current date for the oldest pending whistleblower case, measured on the last day of each reporting month Explanation: FY23 Scorecard: ADOSH - Oldest Pending Whistleblower Case	0	0	1,225	625	625
# of whistleblower claims closed in reporting month Explanation: FY23 Scorecard: ADOSH - Whistleblower Claims Closed/Dismissed	0	0	325	540	540

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Applies only to new claims filed on or after July 1, 2022; for cases in which intake is completed during reporting month, percentage of those intakes that was completed within 30 days	0	0	N/A	100	100

Explanation: FY23 Scorecard: ADOSH - % Whistleblower Cases Screened

◆ **Goal 2** To provide efficient customer service through the wise use of technology.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Cumulative # of Consultation matters either in progress or closed in new system at the end of each reporting month.	0	0	N/A	600	600

Explanation: FY23 Scorecard: ADOSH - Salesforce Consultation Matters in New System

Program Summary

SPECIAL FUND CLAIMS PROCESSING

Terry Ann Apodaca, Special Fund Manager
 Phone: (602) 542-3294
 A.R.S. §§ 23-907, 23-966, 23-1065

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 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:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	912.1	937.7	1,017.3
Other Non Appropriated Funds	16,351.6	16,226.0	16,226.0
Total Funding	17,263.7	17,163.7	17,243.3
FTE Positions	12.0	12.0	12.0

◆ **Goal 1** To reduce volume of workers' compensation litigation (without impacting due process)

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total # of Special Fund cases settled as non-compensable or via Full and Final settlement during reporting year, reported at the end of each reporting month.	41	30	33	30	0
Explanation: FY23 Scorecard: Special Fund - F&F/NC Settlements					
All audit scores for Special Fund claim files audited during the month divided by number of files audited during the month	94.5	94	94	N/A	N/A
Explanation: FY23 Scorecard: Special Fund - Audit (All Claims)					
Cumulative number of payment category audit completed in fiscal year divided by the total number of applicable Special Fund claim files to be audited, measured at the end of each reporting month	0	0	N/A	100	100
Explanation: FY23 Scorecard: Special Fund - Payment Category Audit					

Program Summary

LEGAL COUNSEL

Gaetano Testini, Chief Counsel
 Phone: (602) 542-5781
 A.R.S. § 41-192 (G)

Mission:

To further the strategic goals of the Industrial Commission of Arizona by: (1) skillfully managing the Commission’s legal affairs; (2) providing timely and reliable legal advice and services that foster sound decision-making in all areas of operation; (3) proactively pursuing collection efforts; (4) promoting business compliance with workers’ compensation coverage laws; and (5) recommending appropriate policies, practices, and procedures that minimize risk.

Description:

The Legal Division represents the Special Fund, ADOSH, and the Labor Department in all legal matters affecting or involving these Divisions. The program promulgates rules for the Agency, provides legal advice as requested by Commission and agency staff, represents the Agency in personnel matters, initiates collection of no-insurance accounts receivables and third party liens, and operates a program for processing and collecting of other delinquent accounts. The program also operates a compliance program that identifies Arizona employers who are operating without workers' compensation insurance.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,171.8	1,260.1	1,365.5
Other Non Appropriated Funds	94.8	103.5	103.5
Total Funding	1,266.6	1,363.6	1,469.0
FTE Positions	14.0	14.0	14.0

◆ **Goal 1** To achieve operational excellence through continuous improvement.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of no insurance investigations resulting in employers obtaining workers' compensation insurance during the fiscal year	751	576	740	600	600

Explanation: FY23 Scorecard: Legal - WC Insurance Obtained

◆ **Goal 2** To reduce volume of workers’ compensation litigation (without impacting due process).

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Cumulative # of Special Fund matters referred to ALJ Division that are resolved before an initial hearing, measured at the end of each reporting month	0	0	20	24	24

Explanation: FY23 Scorecard: Legal - # Special Fund Cases Resolved Before Hearing

Program Summary

MUNICIPAL FIREFIGHTERS CANCER REIMBURSEMENT PROGRAM

Sylvia Simpson, Chief Financial Officer
 Phone: (602) 542-4654
 A.R.S. § 23-1701, et seq.

Mission:

To efficiently administer all applicable laws related to Municipal Firefighter Cancer assessments and reimbursements.

Description:

The Municipal Firefighter Cancer Reimbursement program requires the Industrial Commission to assess an annual fee on cities and towns and to proportionally distribute the fund based on actual amounts paid by municipalities for firefighter and fire investigator cancer-related workers' compensation expenses.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	95.0	80.0	84.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	5,000.0	5,000.0
Total Funding	95.0	5,080.0	5,084.6
FTE Positions	1.0	1.0	1.0

◆ **Goal 1** To achieve operational excellence through continuous improvement.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total amount assessed and collected during the fiscal year, stated in millions.	N/A	15,000,000	15.0	N/A	N/A

Explanation: FY 23 Scorecard: N/A

Cumulative MFCRF amounts collected at end of reporting month divided by \$15,000,000 (reported as a percentage)	0	0	100	100	100
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Explanation: FY 22 Scorecard: Acct. - % MFCRF Assessments Collected

Agency Summary

DEPARTMENT OF INSURANCE AND FINANCIAL INSTITUTIONS

Evan G. Daniels, Director

Phone: (602) 364-3100

AZ Const. art. XV § 5; A.R.S. Titles 6, 20

Mission:

To protect consumers, provide certainty on regulatory matters, and perform with efficiency and integrity as good stewards of taxpayer resources.

Description:

The Department of Insurance and Financial Institutions (DIFI) licenses, monitors, investigates, examines, and facilitates compliance of, and ensures the safety and soundness of, regulated entities; helps resolve consumer complaints against financial-services and insurance entities; takes action in response to violations of law; encourages competition, innovation and economic development; collects taxes and assessments that support State government operations; combats auto theft and insurance fraud through public awareness campaigns; and provides funding for law enforcement and dedicated prosecutors.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ POLICY AND ADMINISTRATION	3,327.0	3,203.8	3,500.0
➤ SOLVENCY OVERSIGHT	5,877.8	7,608.7	8,883.1
➤ CONSUMER PROTECTION	4,026.9	4,177.1	4,468.6
➤ INSURANCE FRAUD INVESTIGATION AND DETERRENCE	1,588.9	1,851.4	1,982.4
➤ LICENSING	1,094.8	2,180.8	2,286.7
➤ AUTOMOBILE THEFT AUTHORITY	5,326.0	5,488.3	6,251.2
Agency Total:	21,241.4	24,510.1	27,372.0

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	7,380.8	8,213.0	8,903.1
Other Appropriated Funds	10,004.1	12,181.6	14,353.4
Other Non Appropriated Funds	3,856.5	4,115.5	4,115.5
Total Funding	21,241.4	24,510.1	27,372.0
FTE Positions	138.2	136.7	149.7

5 Year Plan

Issue 1 Implement new financial institutions licensing IT solution and to improve agency recruitment and retention.

Description Our current objectives is a new licensing program that will replace salaforce and improve agency recruitment and retention.

Solutions:

Our initiatives for FY 2023 are to:

Gain an understanding of agency salary structure as compared to comparable industry within the private sector employment, with evaluating a pay scale structure for most non-management staff. That appropriately considers experience, professional development, and performance.

Design, Develop and implement new licensign program

Issue 2 Maximize timely completion of matters submitted to DIFI

Description Our current objectives is to increase public facing communication about agency results and to maximize timely completion of matters submitted to DIFI.

Solutions:

Our initiatives for FY 2023 are to:

Use available Department resources to develop more information campaigns regarding agency-related subject matter, including coordination with industry stakeholders on topics such as insurance fraud, automobile theft, and insurance/financial services literacy.

Identify policy recommendations that would further create efficiency for licensing and regulatory processes.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	152.0	152.0	152.0
General Fund	8,213,000.0	8,213,000.0	8,213,000.0
Other Appropriated Funds	12,181,600.0	12,181,600.0	12,181,600.0
Non-Appropriated Funds	22,757,500.0	22,757,500.0	22,757,500.0
Federal Funds	0.0	0.0	0.0

Program Summary

POLICY AND ADMINISTRATION

Jon Savary, Deputy Director

Phone: (602) 364-3764

A.R.S. Title 20; A.R.S. Title 20; AZ Const. Art. 15, § 5

Mission:

To provide leadership and support toward the Department efficiently and effectively achieving its mission.

Description:

This program leads, manages the resources of, and provides support to the Department towards its successfully fulfilling its mission. It reaches out to major constituencies (industry, consumers and media) and works to improve processes, systems, laws, rules, administrative and regulatory policies and procedures; coordinates regulatory efforts with fellow state insurance regulators through participation in the National Association of Insurance Commissioners, and with other state and federal agencies; coordinates enforcement efforts with the Attorney General’s Office and issues administrative orders; develops and oversees strategic and operational plans and budgets; coordinates responses to public records requests and subpoenas; and provides agency accounting, budgeting, payroll, personnel, facilities management, risk management, telecommunication, information technology, mail processing and courier services.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,150.2	2,152.1	2,356.7
Other Appropriated Funds	1,048.9	771.0	862.6
Other Non Appropriated Funds	127.9	280.7	280.7
Total Funding	3,327.0	3,203.8	3,500.0
FTE Positions	21.3	18.4	19.4

◆ **Goal 1** To provide a satisfying work environment for agency employees.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of agency employees surveyed who responded they were "satisfied" with their jobs	77	80.0	78	80	80

Program Summary

SOLVENCY OVERSIGHT

Kurt A. Regner, Assistant Director

Phone: (602) 364-3963

A.R.S. Titles 6 and 20; AZ Const. Art. 15, § 5 and Art. 14, § 16

Mission:

To promote the ability of authorized insurers and state-chartered financial institutions to perform their financial obligations under insurance policies, trust agreements and banking contracts with customers.

Description:

The program monitors the solvency of insurers and state-chartered financial institutions (banks, credit unions and trust companies) doing business in Arizona through field examination and analysis of financial and transactional filings, administers the receiverships of insolvent insurers, financial institutions and financial enterprises, and pays certain claims owed by insolvent insurers to Arizona residents.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,023.6	1,438.7	1,500.6
Other Appropriated Funds	1,779.5	2,941.0	4,153.5
Other Non Appropriated Funds	3,074.7	3,229.0	3,229.0
Total Funding	5,877.8	7,608.7	8,883.1
FTE Positions	51.8	54.6	64.6

◆ **Goal 1** To efficiently and effectively analyze and examine insurer and financial-institution financial filings and records.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percentage of domestic multi-state insurer financial filings reviewed within timeframes prescribed by the National Association of Insurance Commissioners (NAIC).	100	95.0	99.68	95	95
Number of new domestic receiverships	0	0	0	0	0
Explanation: No one can predict the number or timing of insurance company insolvencies.					
Number of open financial institution/enterprise receiverships (at any point in the fiscal year)	4	3	3	3	1

Program Summary

CONSUMER PROTECTION

Maria G. Ailor, Assistant Director
 Phone: (602) 364-4922
 A.R.S. Titles 6 and 20

Mission:

To assist, inform, and protect Arizona insurance and financial services consumers.

Description:

This program provides information and assistance to the public on a broad range of insurance- and financial-services-related issues; administers health care appeals; and performs investigations, examinations, and market surveillance in furtherance of consumer interests.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,260.9	2,206.5	2,476.7
Other Appropriated Funds	1,112.1	1,364.8	1,386.1
Other Non Appropriated Funds	653.9	605.8	605.8
Total Funding	4,026.9	4,177.1	4,468.6
FTE Positions	34.2	33.3	35.3

◆ **Goal 1** To efficiently and effectively review companies, rates, policies, contracts and filings to verify they comply with Arizona law.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of (Target 95%) review all required rate and form filings reviewed within 45 days. Excluding long-term care rate filings	9.2	95	98	95	95

◆ **Goal 2** To timely investigate and effectively monitor compliance of financial enterprises with laws that protect consumers and taxpayers.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Days required to close a complaint about an appraiser or appraisal management company from date received.	171.3	68	61.42	68	60
% of mortgage and financial services examination reports issued within accreditation timeframes	96.1	85	99	85	85

Program Summary

INSURANCE FRAUD INVESTIGATION AND DETERRENCE

Paul Hill, Assistant Director
 Phone: (602) 364-2140
 A.R.S. §§ 20-466 et seq.

Mission:

To investigate reported criminal violations of the insurance laws and regulations

Description:

The Insurance Fraud Division (IFD) conducts criminal investigations into reported violations of the insurance laws committed against Arizona citizens and the insurance industry doing business in Arizona. IFD also promotes insurance fraud awareness within the insurance industry, law enforcement community and to the citizens of Arizona.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,588.9	1,851.4	1,982.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,588.9	1,851.4	1,982.4
FTE Positions	14.6	14.1	14.1

- ◆ **Goal 1** To protect the physical and financial safety of Arizona citizens and ensure the insurance industry has a fair and equitable environment to do business in Arizona.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of fraud incident referrals received.	3548	3,000	3940	4255	4595
Number of investigations completed from referrals	134	100	105	225	274
Number of investigated cases submitted for prosecution.	18	20	15	25	35
Number of convictions from submitted cases	22	10	15	20	25
Total restitution requested from investigations submitted for prosecution (in thousands of dollars)	198.1	200.0	380,917	1,000	1,000
Number of warning letters issued to fraud suspects.	40	30	48	57	65

Program Summary

LICENSING

Steven P. Fromholtz, Division Manager

Phone: (602) 364-4455

A.R.S. Titles 6, 20, 32 Ch. 9, 44 Ch. 2.1; AZ Const. Art. 15, § 5

Mission:

To provide efficient and highly responsive insurance licensing services while restricting license issuance and renewal to qualified candidates.

Description:

This program issues licenses regulated under A.R.S. Titles 6, 20, 32 Ch. 9 and 44 Ch. 2.1, to candidates that meet requirements, and oversees the administration of related activities, such as prelicense and continuing education and pre-license examinations.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	357.2	564.3	586.7
Other Appropriated Funds	737.6	1,616.5	1,700.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,094.8	2,180.8	2,286.7
FTE Positions	16.0	16.0	16.0

◆ **Goal 1** To efficiently and effectively process professional service license applications.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average calendar days required to render a decision on an insurance professional license application/renewal application from date received to date decision rendered (lead time).	1.8	1.5	1.2	1.5	1.5
Percentage of insurance professional license/renewal applications submitted online	98.6	99.0	99.51	99	99
Explanation: Percentage of the total number of insurance professional license and renewal applications received entire online to the total number of license and renewal applications received.					
Percentage of financial enterprise for license/renewal applications processed within 15 days.	1.8	95	78	85	85

Program Summary

AUTOMOBILE THEFT AUTHORITY

James McGuffin, Assistant Director
 Phone: (602) 364-2888
 A.R.S. § 41-3451

Mission:

To combat and prevent auto theft crimes in Arizona through a cooperative effort by supporting law enforcement efforts, vertical prosecution, and public awareness programs.

Description:

The Automobile Theft Authority administers statewide grants to law enforcement and criminal justice agencies for the most effective and efficient enforcement, prosecution, and prevention strategies to combat auto theft crimes across Arizona.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	5,326.0	5,488.3	6,251.2
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	5,326.0	5,488.3	6,251.2
FTE Positions	0.3	0.3	0.3

◆ **Goal 1** To reduce the incidence of statewide auto theft crimes supporting innovative and effective reduction and prevention programs.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of vehicles stolen statewide.	18,151	19,000	17,937	18,200	19,000

Explanation: FY 21 numbers are based off of the FBI's UCR report for 2019.

Arizona vehicle theft rate (# per 100,000 population)	249.4	260.5	241.7	244.1	246.5
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Explanation: The AATA estimates a 1% increase in the auto theft rate for the next two years. Rate is based on UCR data, which will be available in October.

◆ **Goal 2** To deter vehicle theft and associated criminal activity through effective and proactive law enforcement strategies.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of AZ Vehicle Theft Task Force FTE positions funded by the AATA.	25.5	25.5	24	24	24
Number of stolen vehicles recovered by the Vehicle Theft Task Force.	1589	1500	1661	1720	1782
Value of stolen vehicles recovered by the Vehicle Theft Task Force (in \$ millions).	24.3	20.0	26.4	26.7	27
Number of felony arrests by the Vehicle Theft Task Force.	375	325	366	370	378
Number of "chop shops" investigated by the Vehicle Theft Task Force.	3	3	13	14	15
Number of insurance fraud investigations by the Vehicle Theft Task Force.	3	5	18	19	20
Number of trainings and investigative support provided by the Vehicle Theft Task Force.	3071	2500	3215	3250	3283
For every \$1 dollar funded by the ATA, this \$ amount of recovered by the Vehicle Theft Task Force.	6.09	6.00	5.59	5.60	5.60

Explanation: Return on investment for AATA's largest annual grantee based on the Vehicle Theft Task Force's number of recoveries and \$3.65M award.

Number of ATA grants awarded to Arizona agencies.	3	2	10	11	12
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◆ **Goal 3** To assure deterrence of auto theft and related criminal activity through effective auto theft (vertical) prosecution.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of auto theft (vertical) prosecutors funded by AATA Grants.	8	7	8	8	10
Number of counties participating in the AATA's Vertical Prosecution Grant program.	6	6	6	6	6
Number of vehicle theft convictions by AATA-grant-funded vertical prosecutors.	1181	1200	909	925	1,000

Explanation: The average prison sentence obtained on convictions is 6.5 years; average probation term is 3 years.

Agency Summary

JUDICIAL SYSTEM

Hon. Robert Brutinel, Chief Justice
 Phone: (602) 452-3307
 See Individual Programs

Mission:

To provide Arizona citizens with an independent, accessible, and integrated judicial system that maintains a high degree of public trust and confidence; serves as an asset by dispensing justice, resolving human disputes, and conducting its administrative functions in a fair, equitable, and just manner; and operates efficiently and expeditiously.

Description:

The Arizona Judicial Branch is an integrated, decentralized judicial system implementing its constitutional and statutory responsibilities throughout all levels of government - State, county, and city. The Judicial Branch consists of the Supreme Court, Court of Appeals, Superior Court, and limited jurisdiction (municipal and justice of peace) courts. The Arizona Constitution provides that the administrative supervision over all courts rests with the Chief Justice of the Supreme Court. The Administrative Office of the Courts is charged with assisting the Chief Justice in discharging his or 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)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ ADJUDICATION	5,774.4	6,113.4	7,561.0
➤ ADMINISTRATIVE SUPERVISION (COURTS AND AOC SUPPORT)	14,185.2	18,415.0	17,115.5
➤ REGULATORY ACTIVITIES	88.6	255.7	385.7
➤ COURT ASSISTANCE	44,376.0	62,420.2	72,084.6
➤ FAMILY SERVICES	8,702.3	10,829.1	11,154.4
➤ JUDICIAL NOMINATIONS AND PERFORMANCE REVIEW	532.1	573.3	636.1
➤ COMMISSION ON JUDICIAL CONDUCT	506.7	558.1	768.4
➤ JUDICIAL COMPENSATION	23,927.7	28,147.1	30,750.6
➤ ADULT PROBATION SERVICES	40,781.2	44,873.2	55,978.0
➤ JUVENILE PROBATION SERVICES	35,137.4	47,417.9	53,600.5
➤ COURT OF APPEALS DIVISION I	11,497.4	15,052.1	16,020.0
➤ COURT OF APPEALS DIVISION II	5,080.3	7,471.1	8,021.4
➤ ADULT AND JUVENILE DRUG COURT	1,215.0	1,311.4	1,311.4
Agency Total:	191,804.3	243,437.6	275,387.6
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	142,747.8	161,930.3	193,955.0
Other Appropriated Funds	26,134.2	44,340.4	44,265.7
Other Non Appropriated Funds	22,922.3	37,166.9	37,166.9
Total Funding	191,804.3	243,437.6	275,387.6
FTE Positions	813.5	865.4	865.4

Issue 1 Goal 1 Promoting Access to Justice

Description The Arizona judiciary leads the nation in identifying and implementing best practices to transform the judicial branch from a system designed for judges and lawyers to a system open (and understandable) to all participants, regardless of their financial status, physical limitations, or ability to obtain legal representation. While the judicial branch has made significant improvements in promoting access to our courts, more is needed to ensure equal access to justice for all Arizonans.

Solutions:

1. Access to Justice

When the judicial branch simplifies court processes and procedures, the court system is faster and easier for the public to navigate.

A. Continue and expand on the Commission on Access to Justice's work.

a. Provide more information to the public through AZCourtHelp.org and azcourts.gov.

b. Work with the Foundation for Legal Services and Education and the State Bar of Arizona to improve access to legal services and legal information for individuals with modest incomes.

c. Form a workgroup to identify ways to simplify court processes and procedures, making them less costly and more efficient while maximizing use of courts' resources.

B. Evaluate whether online dispute resolution (ODR) pilot projects can be expanded statewide to improve access to justice through technology in such areas as:

a. Family court cases (for example, modifications of parenting time and enforcement of child support orders);

b. Municipal court cases (for example, misdemeanor pleas); and

c. Civil court cases (for example, resolving credit card debt, small claims, traffic citations, and other simple civil matters).

C. Implement the recommendations of the Task Force on the Delivery of Legal Services.

D. Continue and expand efforts to ensure individuals with disabilities of any kind are afforded equal access to our courts.

a. Provide training for presiding judges and court administrators on methods to eliminate existing or potential barriers experienced by litigants, defendants, or other court participants with disabilities.

2. Self-Represented Litigants

We must continue to make the justice system more accessible for individuals who cannot or choose not to obtain legal representation. We can improve accessibility by developing simpler ways to obtain information about court processes and procedures, providing ways to do court business away from the courthouse, and providing additional training for judges and court staff.

A. Expand training and resources for effective and appropriate support for self-represented litigants including:

a. Simple, on-demand, internet-based explanations of court and legal processes, including instructional videos explaining court processes for specific types of cases such as small claims, civil collection, and family court;

b. On-demand, internet-based tools that allow litigants to conduct more court business away from court buildings, such as interactive and simple court forms with e-submission options; and

c. On-demand and in-person educational programs for judges and court staff focused on assisting self-represented litigants.

3. Services for limited English-proficient litigants, defendants, and other court participants

We will continue expanding the services available to individuals with limited English language proficiency by increasing access to translated information, forms, and tools available at courthouses and online. Ongoing training will be provided to judges and court staff to ensure they are familiar with language access requirements.

A. Expand services for limited English-proficient litigants, defendants, and other court participants.

a. Provide education for the bench and bar on language access requirements and available services.

b. Explore opportunities for providing electronic services, such as ODR, in languages other than English.

c. Translate vital information provided by forms, web pages, and available videos into languages other than English.

B. Expand the scope of the Court Interpreter Program Advisory Committee to identify and address issues resulting from new requirements courts must meet to provide access to court interpreters.

Issue 2 Goal 2 Protecting Children, Families, and Communities

Description The Arizona judiciary has historically placed a high priority on the goal of protecting children, the elderly, families, and communities and will continue several initiatives that advance this important judicial branch responsibility. Specifically, we will continue developing and implementing best practices related to probationer release conditions. We will expand mental health and substance abuse services for probationers and others who enter the criminal and civil justice systems. We will improve our juvenile justice system by reviewing and updating rules, processes, and procedures in child dependency and delinquency cases along with programs for delinquent youth. We will continue efforts to protect families and victims of domestic violence through initiatives to improve the order of protection process and family court case processing. We will continue efforts to address the complexities of probate court rules and processes. Lastly, we will improve our work with community partners to help defendants identify and address issues leading to their involvement in the criminal and civil justice systems.

Solutions:

1. Fair Justice Initiatives

This agenda continues implementation of the Task Force on Fair Justice for All's recommendations to ensure the court system supports individuals in meeting family and financial obligations while at the same time holding these individuals accountable for violations. This includes expanding use of the pretrial release assessment tool to help courts make pretrial release decisions and using notification tools to assist defendants appearing in court to timely address their cases. We will continue to collaborate with community partners on initiatives addressing mental health and substance abuse issues faced by defendants and their families.

A. Continue refining and developing pretrial release initiatives that help determine release conditions and improve appearance rates.

a. Expand the Public Safety Assessment (PSA) to limited jurisdiction courts and help those courts with issues related to implementing the PSA tool.

b. Automate scoring and use of the PSA for felonies and misdemeanors.

c. Expand the use of text message and other notifications of court events and defendant obligations.

d. Continue judicial education of the pretrial release rules and best practices for deciding release conditions and improving appearance rates.

e. Implement legislative changes allowing mitigation of financial sentences, use of community restitution, and other options in sentencing.

B. Implement initiatives from the Committee on Mental Health and the Justice System and other initiatives addressing people with mental health issues who have been brought to court.

a. Expand access to health care services for probationers and others in both the criminal and civil justice systems by partnering with the Arizona Health Care Cost Containment System (AHCCCS) and other community health providers (sometimes called one-stop medical clinics).

b. Provide training for presiding judges and other court leaders on best practices for working with community stakeholders to address mentally ill persons in the justice system (for example, Convening Protocols Project).

c. Determine if changes are needed to the current standard for requiring involuntary treatment, and seek legislative amendments, as appropriate.

d. Explore the use of telemedicine/counseling services for adult offenders and their families.

e. Continue efforts working with executive branch agencies to improve the delivery of appropriate mental health services to defendants and others involved in the criminal and civil justice systems.

f. Explore additional changes to Rule 11 of the Arizona Rules of Criminal Procedure to identify ways in which court rules governing competency and mental health examinations can be updated, clarified, and improved.

2. Juvenile Court

In recent years, the juvenile justice population and the types of programs needed to serve this population have changed. For juvenile offenders, detention has decreased and the need for more community-based programs is growing. We will work to match juveniles to programs best designed to meet their needs and the needs of their families. Similarly, we will seek to improve dependency case processing and case management to ensure courts remain focused on the best interests of the children involved in those cases. In doing so, we will review the current juvenile court rules to identify changes needed to ensure efficient juvenile court case processing and management.

A. Review the Rules of Procedure for the Juvenile Court to identify ways in which court procedures can be restyled, clarified, and improved.

B. Identify ways to:

a. Expedite child dependency cases through trial and appellate courts;

b. Expedite court processes and procedures for adoptions; and

c. Enhance the Court Appointed Special Advocate (CASA) and Foster Care Review Board (FCRB) programs by providing opportunities to support trauma-based education and enhancing current business practices.

C. Expand the Dependency Alternative Program to divert families from the dependency system when other protective options are available.

D. Fully implement a statewide juvenile case disposition matrix that combines the current risk/needs assessment (i.e., Arizona Youth Assessment System, or AZYAS) with severity-of-offense data.

E. Assist juvenile courts with repurposing juvenile detention center space to better serve juveniles within their communities, including implementing a regional drug treatment program in one regional center.

F. Fully implement statewide policies for the Crossover Youth Practice Model.

a. Evaluate the Crossover Youth Practice Model for expansion to the youthful offender program as well as other programs, such as pretrial, juvenile court, and adult probation.

G. Review current juvenile court financial sanction and assessment practices.

H. Explore the use of telemedicine/counseling to provide mental health services to juvenile offenders and their families under the Substance Abuse and Mental Health Services Administration (SAMHSA) guidelines for Treatment Improvement Protocols.

I. Review provider service standards and expectations for treatment of juveniles with sexual abusive behaviors and make recommendations to align with the most current evidence-based practices in the field.

J. Develop medically assisted treatment as the standard of care for opioid-addicted youth.

K. Explore replicating Yavapai County's Milestones program in other counties to help address school violence issues.

L. Implement reporting of felony information to the National Instant Criminal Background Check System (NICS) and establish procedures for notifying juveniles about prohibitions against possessing a firearm after a probation term.

a. Work with local courts to ensure processes and procedures are in place for accurate and timely reporting of juvenile dispositions.

M. Produce a training curriculum for juvenile court judges assigned to handle delinquency cases.

3. Probation Supervision

In recent years, probation departments have seen a sharp increase in the number of high-risk individuals on probation. These probationers are released from prison to a term of community supervision and are often individuals with chronic drug addictions or mental illness. We will re-evaluate traditional treatment and supervision models to ensure our probation departments provide an appropriate level of supervision and services to this higher risk population of probationers.

A.Re-evaluate probation supervision requirements and procedures to account for high-risk individuals on probation, such as those released from prison and the higher risk populations handled by problem-solving courts.

B.Develop treatment options for probation departments to provide to opioid-addicted adults, including medically assisted treatment using telemedicine/counseling.

C.Host regional forums with tribal courts and probation department leadership to identify ways to work together on state-tribal issues affecting probation supervision of both adult and juvenile tribal members.

D.Review national research on best practices for improving juvenile probation supervision, treatment services, and child and family outcomes to determine whether modifications to current services are needed.

a.Identify ways to improve parents' participation in juvenile probation services.

b.Implement recommendations and standards for courts to collaborate with law enforcement and school districts to improve educational outcomes.

4.Domestic Violence Initiatives

Efforts are underway to modernize the methods by which individuals seek and courts process requests for orders of protection. We will provide judges and court staff with the necessary tools and training to address order of protection and domestic violence issues. We will develop guides for the public and other community partners to better understand and follow the courts' order of protection processes concerning domestic violence issues.

A.Implement the newly required order of protection process allowing for online requests and for courts to electronically send orders to law enforcement for service and to maintain related information in the Court Protective Order Repository (CPOR).

B.Develop and implement new treatment and supervision models, including telemedicine/counseling options, for domestic violence offenders.

C.Provide training, education, and other information for judicial officers and court staff on domestic violence issues.

a.Expand the library of bench cards available to judicial officers on protective order processes.

b.Develop training and informational resources on relevant domestic violence topics.

c.Provide education on full faith and credit and enforcement of tribal court orders; federal and state laws on firearms and orders of protection and prohibited possessors.

d.Identify ways in which courts can improve access to courts for domestic violence victims.

e.Create guides for those who regularly assist with protective orders and for the public.

D.Work with tribal courts and law enforcement to improve the availability of tribal court orders of protection to law enforcement agencies outside of tribal jurisdiction.

5.Family Court

Given the complexity of family court issues, we will provide tools and resources to help individuals and families find necessary assistance and services in an understandable and timely manner. We will develop relevant training for judges and court staff on best practices in resolving issues in high-conflict family court cases.

A.Explore the redesign or improvement of family court processes.

a.Examine current judicial assignment processes for family court.

b.Consider tools, such as a “quick start” guide, to help individuals understand and navigate family court processes.

B.Develop ways to identify high-conflict family law cases involving domestic violence or mental health issues that require special handling and resources.

C.Develop training for judges and staff on handling high-conflict family cases.

D.Identify court and litigant resources needed to address high-conflict family case issues and develop a strategy on obtaining these resources.

E.Evaluate whether courts can better utilize parent education classes to help attendees understand family court processes.

F.Convene a committee of family court stakeholders to make recommendations addressing ongoing issues related to family court case processes and procedures.

G.Establish a committee to review updated economic data for the Schedule of Basic Support Obligations, findings from the federally mandated quadrennial Case File Review, and to further study and make recommendations on issues raised by the 2017 Committee for an Interim Review of the Child Support Guidelines.

6.Probate Court

The protection of incapacitated and vulnerable individuals is an ongoing priority of the Judicial Branch. Wide-sweeping changes were made in this area nearly a decade ago, but it is important to review the efficacy of the changes and consider other ways to improve and simplify probate court processes, forms, and policies.

A.Establish a task force to review current court processes, policies, and procedures for guardianships and conservatorship cases under the supervision of the probate court.

7.Restorative Justice

Many of our local courts face high case volumes driven by underlying social problems such as homelessness, mental illness, and other social issues. The expanded availability of specialty courts, along with expanded collaborative efforts with our community partners, is essential in ensuring the right services are available and provided at the right time to those in need. When courts and communities work to provide defendants the clinical support needed to resolve the underlying social circumstances that may have contributed to their criminal behavior, those communities can begin to heal both the offender and any victim.

A.Identify best practices for restorative justice programs and establish ways to expand access to such programs in courthouses and in communities.

B.Identify opportunities to expand and support specialty courts addressing homelessness, veterans’ issues, mental illness, domestic violence, and drug and alcohol abuse.

8.Criminal Justice Reform

It is important for the judicial branch to remain aware of criminal justice reform discussions and initiatives within the executive and legislative branches. When appropriate, the judicial branch must participate in those discussions and provide information to help the other branches make informed policy and legislative decisions.

A.Provide information to executive branch agencies and legislative committees regarding criminal justice reform.

Issue 3 Goal 3 Promoting Judicial Branch Excellence and Innovation

Description The goal of promoting judicial branch excellence and innovation requires continuing our examination of court operations at all levels to identify what we can do differently or better to achieve greater efficiencies and outcomes. This effort requires accurate data and the tools necessary for leadership to understand and use data to inform decision making. Where we can, we should address any real or perceived disparities in processes and practices and incorporate effective case management tools and practices for court decision making and daily court operations. We must examine our existing practices, and we should continue to innovate new approaches to streamline, simplify, and enhance our services and programs.

Solutions:

1.Data-Based Decision Making

To effectively manage court processes and programs, we need to ensure judges and court managers have the tools to efficiently and effectively perform their duties. The data we collect is vital to helping direct the best course of action in individual cases as well as overall court processes and policies. We need to identify key data both judges and court managers find most useful in performing their caseload and oversight functions. We need to ensure this data is accurate and readily available to make informed operations and policy decisions.

A.Establish a workgroup to identify the types of court data judges and court managers need to effectively and efficiently manage cases.

a.Develop goals for the use of data for decision making purposes.

B.Use technology to provide court management tools that assemble and present the data necessary to make informed policy and business-related decisions.

2.Civil Justice Reform

Recent innovative changes to civil case processing rules designed to streamline dispute resolution will be evaluated to determine the impact on litigants as well as on timeliness and cost. We will expand these new processes and procedures statewide and, as needed, make adjustments to achieve these goals.

A.Measure and evaluate the impact of new civil justice reform rules, including the commercial court rules, on case processing timeliness, cost of litigation, and litigant satisfaction.

B.Evaluate results from Pima County's Fast Trials and Alternative Resolution (FASTAR) pilot project and rules that make it easier and quicker to process qualifying cases, and consider expanding FASTAR statewide.

3.Case Management

Our courts' ability to efficiently and effectively manage cases is essential for the ongoing success of the judicial branch. We must continue emphasizing and incorporating a variety of approaches, including training and identification of best practices, as well as updating the tools available to judges to assist them in case management and decision making. This may include use of emerging technology, such as business intelligence tools, which will make it easier for judges and court administrators to more readily measure court performance and identify areas in need of improvement.

A.Provide leadership and judicial officer training on principles of and the judicial role in case management.

B.Rewrite judicial officer bench books to reflect changes in civil and criminal rules, particularly after civil rules reforms.

C.Strive to assure that each court adopts and follows case management practices and processes that constitute best practices for that particular court (i.e., appellate, general jurisdiction, or limited jurisdiction).

D.Improve the accuracy of court data by training court deputy clerks and staff, auditing data accuracy, and identifying data needs

for effective court management.

E. Investigate the availability and applicable use of business intelligence tools to measure court and caseflow performance.

F. Address modifications to the Arizona Rules of Probate Procedure to allow:

a. Tracking subsequent petitions in routine (true) probate and mental health cases; and

b. Tracking non-probate cases that are filed within, or consolidated with, a probate case.

G. Review the current system for capital cases to identify needed changes to statutes, rules, and processes and procedures.

4. Court Governance

To achieve a cohesive judicial system, it is important that judges and court administrators at all levels are confident in providing and receiving information and input from the Supreme Court and its administrative office. With this agenda, we will examine our current governance structure and identify any improvements that may be needed to help ensure the judicial system is more responsive to judges and court staff regardless of court size and resources.

A. Explore whether changes are needed to court governance structure, oversight, and level of assistance provided to local courts in addressing local issues.

B. Consider ways to better facilitate the transfer of information from superior courts and limited jurisdiction courts that will help court leadership get an early understanding of developing problems, and to work on local solutions.

5. Supreme Court Commissions

Just as we look to identify improvements and innovation in everyday court practices, it is time to similarly examine other judicial branch activities, such as judicial performance review, judicial conduct review, and bar exams oversight.

A. Review key Commission rules to ensure compliance with existing laws and procedures and examine opportunities for improvement and transparency to the:

a. Judicial Performance Review Commission Rules of Procedure and operating policies;

b. Commission on Judicial Conduct rules and procedures; and

c. Committee on Bar Exams grading policies and procedures.

6. Technology Initiatives

The courts face increasing public expectations to conduct business using technology. These expectations, with the rapid pace of technological change and emerging new technologies, require a constant effort to implement and update systems and programs to meet both the needs of our customers and judicial officers and staff. Technological needs in the courts range from expanding electronic access to services and documents, to completing the rollout and development of new case management systems, to providing additional system functionality and technological tools for courts across the state. In doing so, delivering information technology securely has become necessary for maintaining an environment of trust. We will continue enhancing court technology and processes to protect the courts, as well as the government agencies and the public that access court information, from ever-increasing cybersecurity threats.

A. Enhance case management system functionality and identify other technology tools to assist judges and court administrators in more efficiently and effectively managing cases, such as calculating the date when a judge needs to set the next hearing, identifying unnecessary hearings or other delays, and ensuring decisions are made within time standards.

B. Expand e-filing services to probate and family court cases and establish other case types eligible for e-filing.

C. Implement e-Access services, allowing public access to court records online.

D.Implement a new appellate court case management system.

E.Update the Supreme Court rules forum website to provide easier access and navigation for the public, courts, and attorneys.

F.Finish the rollout of the AJACS-LJ case management system for limited jurisdiction courts.

G.Adopt digital evidence management standards for courts.

H.Explore options and secure funding to maintain and support our existing technology infrastructure.

I.Explore the expansion of technology used in larger court jurisdictions to other jurisdictions (for example, remote appearances by litigants, defendants, and victims seeking protective orders).

J.Provide probation officers with technology that improves their efficiency and effectiveness in performing offender supervision.

K.Explore emerging technologies, such as augmented intelligence, data mining, and predictive/data analytics, to determine whether courts will benefit from their use and the impact on courts incorporating these technologies into their business practices.

L.Integrate data from Maricopa County's iCIS case management system into the JOLTSaz case management system to create a fully statewide juvenile justice data repository.

M.Continue efforts addressing cybersecurity.

a.Integrate older automation systems into newer platforms that better manage security risks.

b.Work closely with state and local governments to ensure that shared data, technology, and facilities are secure.

c.Continue to enhance training and processes within the courts to prevent security breaches.

7.Keeping the Record

With a growing shortage of qualified court reporters at both the state and national level, courts are faced with the ever-increasing challenge of keeping an accurate record of court proceedings. Through emerging innovations, including digital recording and remote court reporting, we will take necessary steps to ensure courts continue to create a complete and accurate record for each and every case.

A.Modernize statutes, rules, and the administrative code permitting courts to create and maintain a complete and accurate court record electronically to supplement court reporters and to reduce the time needed to produce a record and transcript for cases on appeal.

8.Courthouse Safety and Security

Our courthouses, the primary locations for addressing and resolving often emotionally tense disputes, must remain safe places. We will continue implementing court security standards, identifying safety and security needs in our probation offices across the state, and considering other opportunities to further improve and enhance courthouse security.

A.Continue implementing court security standards.

B.Review the security needs of probation offices and determine whether separate security standards and additional training programs are needed.

C.Consider ways to address violence in the courts, violence by litigants, and violence directed at court participants.

D.Create a committee to identify best practices to ensure the safe handling of toxic substances (such as fentanyl), as well as drugs laced with toxic substances, as evidence in the courtroom.

Issue 4 Goal 4 Enhancing Professionalism within Arizona’s Courts

Description While education and leadership development have been a longstanding area of excellence and innovation in our judicial branch, we must continue refining our efforts to maintain a high level of service and professionalism throughout the court system.

Solutions:

1. Judicial Branch Leadership

Developing effective leadership skills among our current and future court leaders is essential to maintaining the Arizona judicial branch’s reputation as an innovator in court programs and practices.

A. Develop leadership-judge and leadership-team training.

B. Develop a Senior Executive Leadership program.

2. Judicial Officer Excellence

To develop and maintain a strong core of judicial officers, we must ensure that judges who are newer to the bench receive ongoing training and development opportunities. We will use our more experienced judges to share their knowledge, courtroom experience, and best practices to provide new judges with the information and tools they need to effectively manage trials and caseload.

A. Establish a trial judge training academy.

3. Workforce Development

To ensure we provide a high level of service to the public with professionalism, integrity, accuracy, and timeliness, we must ensure court personnel possess the requisite skills and tools to perform their jobs and fulfill their responsibilities.

A. Update the probation officer certification academy curriculum to ensure the most current evidence-based practices are taught.

B. Continue offering judicial officer training in specialty areas as new topics arise and when updated material is available for existing specialty training topics.

C. Develop a court security officer certification program, officer arming requirements, and weapons training.

D. Continue providing training on diversity, inclusion, and implicit bias to judicial officers and court employees.

E. Provide quality interpreters in the court system through training and continuing to certify court interpreters.

F. Identify ways to develop and retain court employees.

a. Explore the feasibility and benefits of periodically compiling compensation and classification studies conducted for local jurisdictions to provide presiding judges with comparative information that may be helpful when seeking updated classifications and salaries.

G. Identify ways to expand training opportunities for clerks of court and their staff, as well as limited jurisdiction court staff.

4. Culturally Diverse Bench and Workforce

Though continually focused on the need for our courts to reflect the communities they serve, we acknowledge more can be done to encourage and develop a bench and workforce that is culturally diverse.

A. Increase diversity of judicial officers and court staff by:

a. Developing opportunities to encourage minority attorneys to seek judicial branch careers (for example, law student outreach, and the Chris Nakamura Judicial Appointment Workshop); and

b.Offering court leadership planning with a focus on diversity.

5.Judicial Officer, Staff, and Legal Community Well-Being

All too often, courts deal with cases involving tragic consequences. Not only do these cases impact the victims and their families, but judicial officers and court staff are similarly exposed to traumatic events on a routine basis. The impact of this untreated vicarious trauma can affect court personnel interactions with victims and the public; it also impacts the wellness and productivity of the workforce. Efforts to provide trauma-informed training must be expanded within the courts as well as among the legal community.

A.Offer opportunities for judges and court staff to address vicarious trauma resulting from handling court cases.

B.Support State Bar of Arizona efforts to address well-being in the legal profession, including pursuing the American Bar Association's (ABA) recommendations regarding The Path to Lawyer Well-Being.

Issue 5 Goal 5 Promoting Public Trust and Confidence

Description The more the judicial branch can do to inform the public about the role of courts, their place in our communities, and the importance of understanding and participating in the judicial process, the more we can promote the public's trust and confidence in a judicial system that is fair, just, and accessible to all.

Solutions:

1. Public Awareness

The judicial branch is committed to ongoing public awareness efforts to reach all Arizonans to educate and demonstrate how courts operate and the important role courts serve in our society. In doing so, we will continue efforts to partner with educators to promote civic education, bring court proceedings to local communities, and provide information about other court programs, such as judicial performance review.

A. Communicate effectively with the public about the role of courts in a free society, how courts serve our communities, and progress in achieving this agenda's goals.

B. Promote civic education by supporting programs such as "We the People," Mock Trial, Our Courts AZ, and iCivics; partnering with teachers and others in the education community; and conducting appellate arguments in local schools and other community locations.

C. Use juror "downtime" to provide prospective jurors with information about the role of courts and public involvement in the justice system.

2. Public Trust and Confidence

While informing the public about the role of courts, it is particularly important we identify and address concerns or issues that may affect the public's trust and confidence in our justice system.

A. Evaluate efforts by the National Center for State Courts and the Institute for the Advancement of the American Legal System to identify and address public trust in the courts, particularly among minority and low-income communities, and identify those efforts which would be beneficial for Arizona courts and local communities.

B. Develop a rapid response plan to improve the judicial branch's ability to counter attempts at spreading misinformation or undermining the public's confidence in the judicial process.

C. Improve the dissemination of Judicial Performance Review information to the public.

D. Examine and address issues regarding disproportionate minority contact with the justice system.

3. Jury Service

Many citizens are asked to perform their civic duty of jury service. We need to make sure everyone who is eligible to serve on a jury fully understands the importance of his or her time and service in this essential court function.

A. Communicate to the public the importance of jury service.

B. Work with a production company to produce a program about jury service and deliberation.

Program Summary

ADJUDICATION

Kevin Kluge, Division Director

Phone: (602) 452-3395

AZ Constitution, Article VI, Section 2; A.R.S. § 12-101

Mission:

To dispense justice in a fair and equitable manner and to provide judicial and administrative supervision over the Arizona Judicial Department as mandated by Arizona law and the Constitution.

Description:

The Supreme Court may choose to review decisions of the intermediate appellate courts when a petition for review is filed; hears direct criminal appeals in cases with a death sentence imposed; hears direct appeals in election cases; may accept direct special actions brought in the Supreme Court against state officials; regulates activities of the State Bar of Arizona and oversees admission of new attorneys to the practice of law; reviews charges of misconduct against attorneys, and has authority to suspend or disbar an attorney; serves as the final decision-making body when disciplinary recommendations are filed against Arizona judges by the Commission on Judicial Conduct; adopts rules of procedures for all courts of the state; provides administrative supervision over all courts of the state; and chairs the Commissions on Appellate and Trial Court Appointments.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	5,774.4	6,105.7	7,553.3
Other Appropriated Funds	0.0	7.7	7.7
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	5,774.4	6,113.4	7,561.0
FTE Positions	48.0	48.6	48.6

- ◆ **Goal 1** To provide fair and expeditious determination of cases. (Supreme Court activity is difficult to predict; estimates are based on FY 2017 activity level)

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
All cases on file (in thousands)	1,533	1,500	1,700	1,800	1,800
Explanation: LJ stats excluding non-criminal ordinances					
All cases terminated (in thousands)	1,047	1,100	1,300	1,400	1,400
Explanation: LJ stats excluding non-criminal ordinances					
Cases pending (in thousands)	486	500	400	350	350
Explanation: Cases pending are as of 6/30					
New case filings	1,071	1,100	1,200	1,300	1,300
State Bar matters on file	101	100	150	150	150
State Bar matters terminated	86	90	125	125	125
State Bar activity reports	2,284	2,300	2,500	2,500	2,500
All other cases on file	29	30	40	40	40
All other cases terminated	13	10	20	20	20

Program Summary

ADMINISTRATIVE SUPERVISION (COURTS AND AOC SUPPORT)

Dave Byers, Administrative Director

Phone: (602) 452-3307

AZ Constitution, Article VI, Sections 3, 7

Mission:

To assist the Chief Justice in carrying out the constitutionally prescribed responsibility for providing administrative supervision over the integrated Arizona court system and to support the Chief Justice and the Supreme Court in providing quality administrative leadership and assistance to Arizona's courts.

Description:

Court Administration is responsible, through nine operating divisions and the Office of the Administrative Director, for providing administrative support to the Chief Justice and Supreme Court; for liaison activities with executive and legislative branch agencies and other judicial departments; for coordinating strategic projects that have potential to change the way courts do business; and, for providing internal and external administrative support for the judicial department. The divisions are Administrative Services; Adult Services; Certification and Licensing; Court Services; Dependent Children's Services; Education Services; Human Resources; Information Technology; and Juvenile Justice Services. Court Administration is also responsible for facilities management and security for the Arizona Courts Building.

*Funding in FY 16 and FY 17 include funding from the Appropriation SLI for Probation Operations and Probation Centralized Services.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	14,185.2	17,906.6	17,115.5
Other Appropriated Funds	0.0	508.4	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	14,185.2	18,415.0	17,115.5
FTE Positions	111.4	112.1	112.1

◆ **Goal 1** To identify operational and administrative problems and recommend solutions and to uphold the integrity and independence of the judiciary.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Operational reviews completed	11	20	15	20	20
Average days to complete an operational review report	165	160	189	160	160
Average reviews per specialist	3	7	5	7	7

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Internal and external users connected to the Arizona Judicial Information Network	9,779	9,800	9,830	9,850	9,900
Infrastructure cost per user (dollars)	921	975	983	1,000	1,025
Uptime of network availability during normal operating hours (percentage)	99.9	99.9	99.8	99.9	99.9
Uptime of systems availability during normal operating hours (percentage)	99.98	99.98	99.98	99.98	99.98
% of courts with automated accounting and case management systems	100	100	100	100	100
% of courts using COT approved and/or standard case management systems	97	97	97	97	97
% of users with AJIN access (percentage)	100	100	100	100	100

◆ **Goal 3** To provide accurate, prompt and professional responses to questions or problems concerning court operations, procedures and/or other technological issues received by the AOC Support Center.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total Number of Questions/Issues Received	81,000	80,000	83,000	82,000	82,000
Number of Questions/Issues Received - Urgent Priority	36	40	19	30	30
Percent of Questions/Issues Resolved Within 1 Business Day - Urgent Priority	78	90	95	90	90
Number of Questions/Issues Received - High Priority	129	250	152	200	200
Percent of Questions/Issues Resolved Within 2 Business Days - High Priority	88	85	92	85	85
Number of Questions/Issues Received - Medium Priority	2,543	5,000	2,825	4,000	4,000
Percent of Questions/Issues Resolved Within 3 Business Days - Medium Priority	88	90	90	90	90

Program Summary

REGULATORY ACTIVITIES

Aaron Nash, Division Director
 Phone: (602) 452-3362
 A.R.S. §§ 32-4001; 28-3391 to 28-3399; 14-5651; 8-134

Mission:

To train, certify and monitor regulatory activities placed under the oversight of the Arizona Supreme Court.

Description:

The program is responsible for oversight of certification, testing, training, compliance and discipline of regulatory programs under the jurisdiction of the Arizona Supreme Court.

This Program Contains the following Subprograms:

- ▶ Court Reporters
- ▶ Confidential Intermediary
- ▶ Private Fiduciary
- ▶ Defensive Driving School Regulation

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	88.6	255.7	385.7
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	88.6	255.7	385.7
FTE Positions	2.5	2.5	2.5

Subprogram Summary

COURT REPORTERS

Aaron Nash, Division Director
 Phone: (602) 452-3362
 A.R.S. §§ 32-4001 et. seq.

Mission:

To certify individuals in the state who engage in the stenographic or voice writing reporting of proceedings in any state Court and who take depositions for use in any Arizona state court.

Description:

A.R.S. Title 32, Chapter 40, requires individuals who engage in stenographic or voice writing reporting of proceedings for use in any state court be certified by the Board of Certified Reporters. The Board administers examinations for the certification of reporters and recommends to the Arizona Supreme Court rules to implement and enforce the provisions of the law. The Board also has authority to investigate alleged violations of certified reporters and to take appropriate disciplinary action. The program began during FY 2000; effective January 1, 2007, voice writer reporters must be certified, in addition to stenographic reporters.

*Funding includes Regulatory Activities from all non appropriated funds in addition to certified reporter.

* Counts include certified individuals only, not registered reporting firms.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,657.1	3,126.6	3,126.6
Total Funding	2,657.1	3,126.6	3,126.6
FTE Positions	31.2	24.7	24.7

◆ **Goal 1** To promptly process and review certification applications and reports for issuance, renewal or denial of certification

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Applications received (new and renewal)	31	350	353	27	350
Certifications granted	24	325	47	305	300
Certifications denied	0	1	0	1	1
Average number of days from receipt of application to decision regarding certification	101	60	101	90	60
Number of active certified reporters (end of year)	380	375	336	330	330

◆ **Goal 2** To investigate and process complaints against certified court reporters and registered court reporting firms to ensure compliance with Arizona law and administrative orders and rules adopted by the Arizona Supreme Court.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Complaints received	0	2	1	2	2
Complaints closed	0	2	0	2	2
Disciplinary action	0	0	0	0	0
Average number of days from receipt of complaint to resolution by dismissal or disciplinary action	NA	300	NA	300	300
Complaint closure rate (percent)	NA	100	0	100	100
Percent of cases closed within 22 month standard	NA	100	NA	100	100

Subprogram Summary

CONFIDENTIAL INTERMEDIARY

Aaron Nash, Division Director
 Phone: (602) 452-3362
 A.R.S. § 8-134

Mission:

To train, certify and monitor Confidential Intermediaries to facilitate contact between adoptees or adoptive parents and birth parents and biological siblings while protecting court and agency records and anonymity of those who desire it.

Description:

The Board certifies Confidential Intermediaries (CIs), as specified by the court, to act as a liaison between an adoptive parent, guardian or an adoptee or a birth parent or birth sibling in establishing contact. The CI has statutory authority to access confidential court and agency adoption records to facilitate the search. The program facilitates voluntary contact, while protecting the confidentiality of those who desire their adoption records to remain sealed. The Arizona Supreme Court has adopted rules and procedures to implement and operate the program, and established fees, training, and standards of conduct for CIs with appropriate disciplinary action as necessary. Effective January 1, 2008, CIs have the statutory authority to facilitate contact between siblings who have been separated as the result of dependency/foster care.

◆ **Goal 1** To promptly process and review applications for initial certification.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of applicants for certification	0	6	0	15	5
Average number of days from receipt of complete application requirements to decision regarding certification	368	90	0	120	120
Number of individuals granted certification	4	6	0	13	5
Number of individuals denied certification	0	0	0	2	0
Active Cis certified (end of year)	27	27	26	35	33

◆ **Goal 2** To promptly process and review applications for biennial renewal of certification. Pursuant to ACJA 7-203, confidential intermediaries renew every other year, in October, of the even-numbered year.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of applications received	0	27	0	26	35
Number of individuals granted recertification	15	27	5	26	33
Number of individuals denied recertification	0	0	0	0	0
Number of days from submission of complete renewal application to decision regarding renewal	75	75	410	75	120

◆ **Goal 3** To provide initial training to individuals eligible for certification and renewal training for certified Cis.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of individuals receiving initial training	0	10	0	30	10

◆ **Goal 4** 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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Complaints received	0	1	0	1	1
Complaints closed	0	1	0	1	1
Disciplinary action	0	0	0	0	0
Number of days from receipt of complaint to resolution by dismissal or disciplinary action	NA	120	NA	120	120

Explanation: No complaints received in FY22

Complaint case closure rate (percent)	NA	100	NA	100	100
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Explanation: No complaints received in FY22

Percent of cases closed within standard of 22 months	NA	100	NA	100	100
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Explanation: No complaints received in FY21

Subprogram Summary

PRIVATE FIDUCIARY

Aaron Nash, Division Director
 Phone: (602) 452-3362
 A.R.S. § 14-5651

Mission:

To certify, audit and discipline licensed fiduciaries and fiduciary businesses 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 licensed by the Arizona Supreme Court. The program licenses 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 licensure for public and private fiduciaries. The program investigates alleged misconduct by fiduciaries and takes appropriate disciplinary action as necessary. The program conducts random compliance audits of licensed fiduciaries.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	211.9
Other Appropriated Funds	244.6	250.8	290.8
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	244.6	250.8	502.7
FTE Positions	3.6	3.6	3.6

◆ **Goal 1** To promptly process and review licensure applications and reports for issuance or denial of initial licensure.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of applications received	20	30	26	30	30
Number of individuals licensed	14	25	19	25	25
Number of applications denied	3	1	1	1	1
Number of days from receipt of complete application requirements to decision regarding licensure	177	60	177	90	90
Number of fiduciaries licensed at end of year	300	300	311	300	300

◆ **Goal 2** To promptly process and review applications for biennial renewal of certification.

*Fiduciaries renew licensure every other year, in the even numbered year. Therefore, there is no renewal in FY15 or FY17.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of applications received	0	345	310	0	310
Number of individuals granted recertification	302	0	7	300	0
Number of applications denied recertification	0	0	0	0	0
Number of days from submission of complete renewal application to decision regarding renewal	204	0	204	120	120

- ◆ **Goal 3** To receive complaints, conduct impartial investigations and take appropriate action, ranging from dismissal of complaint to license revocation, in accordance with Arizona Revised Statutes and the code of conduct, administrative rules and orders adopted by the Arizona Supreme Court.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of complaints received	11	20	28	30	32
Number of complaints closed	11	20	19	25	29
Number of disciplinary actions	1	5	10	7	8
Number of days from receipt of complaint to resolution by dismissal or disciplinary action	409	275	832	500	350
Complaint case closure rate (percent)	100	100	68	83	100
Percent of complaints resolved within 22 month standard	82	100	32	90	100

- ◆ **Goal 4** To conduct audits of licensed fiduciaries and their businesses to insure compliance with statutes, administrative code sections and court orders.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of notice of engagement letters	0	5	0	3	5
Fieldwork completed	0	5	2	3	5
Corrective Action Plans in Place	0	1	0	1	1
Number of final reports completed	0	5	0	3	5

Subprogram Summary

DEFENSIVE DRIVING SCHOOL REGULATION

Aaron Nash, Division Director
 Phone: (602) 452-3362
 A.R.S. §§ 28-3391 to 28-3399

Mission:

To train, certify and monitor the use of defensive driving schools and defensive driving instructors by the Arizona courts.

Description:

The program certifies and monitors defensive driving schools and instructors that may be used by the Arizona courts for diversion of traffic offenses and provides information to courts on the operation of the program. A statewide database is maintained to record defensive driving course completion and to verify eligibility for participation in the diversion program.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	591.6	733.7	898.4
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	591.6	733.7	898.4
FTE Positions	7.8	7.7	7.7

◆ **Goal 1** To ensure defensive driving schools and instructors meet established standards for administrative and educational quality.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Operational reviews of schools completed	0	0	0	4	6
Percent of instructors rated that are in compliance with Arizona Code of Judicial Administration (ACJA 7-205) and Statutes.	NA	0	NA	60	70
Instructors monitored	NA	0	NA	4	6

◆ **Goal 2** To ensure the statewide database provides accurate and timely information for eligibility and fee payment verification.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average days to complete error change requests from schools	1	1	1	1	1
Percent of student completions reported by schools on time	99	99	99	99	99
Court information change requests processed	142	400	130	400	140

◆ **Goal 3** To provide continuing training opportunities for instructors to improve the quality of the defensive driving classes.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Current instructors receiving ongoing training	102	120	0	120	0
Percent of instructors indicating training programs are responsive to their needs	99	99	86	90	90

◆ **Goal 4** To ensure reporting procedures are established and followed for courts and schools to verify accurate fee payment, reporting and processing of defensive driving program traffic dismissals.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of bi-monthly school reports/fee payments reconciled monthly	99	99	99	99	99

◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Complaints received	3	10	14	14	14
Complaints closed	2	10	13	14	14
Complaint case clearance rate (percent)	67	100	93	100	100
Disciplinary actions	2	5	10	7	7
Average number of days from receipt of complaint to closure	333	180	327	350	300
Percentage of complaint cases closed within 22 month standard	100	100	92	92	100

◆ **Goal 6** To promptly process and review applications for certification.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Applications received	5	5	1	5	5
Certifications granted	8	8	0	5	5
Certifications denied	0	0	0	0	0
Average number of days from receipt of complete application to decision regarding certification (Instructors)	111	60	84	60	60
Number of certified schools (end of year)	199	217	195	192	192

Program Summary	
COURT ASSISTANCE	
Kevin Kluge, Division Director Phone: (602) 452-3395 See Individual Programs	

Mission:

To aid Arizona courts in protecting children, families, and communities while providing swift, fair access to justice.

Description:

Various divisions within the Administrative Office of the Courts provide support throughout the Arizona Judicial Department by administering and monitoring various statutorily created funds and Arizona Supreme Court established programs to assist in the improvement of Arizona court processes.

*Funding in FY 16 and FY 17 include General Fund funding for Automation.

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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	5,766.0	9,254.7	18,716.2
Other Appropriated Funds	15,023.6	25,293.2	25,496.1
Other Non Appropriated Funds	23,586.4	27,872.3	27,872.3
Total Funding	44,376.0	62,420.2	72,084.6
FTE Positions	219.8	237.2	237.2

Subprogram Summary

JUDICIAL EDUCATION

Jeffrey Schrade, Division Director
Phone: (602) 452-3000
ACJA 1-302, 1-108

Mission:

To improve the service the judiciary provides to the public and internal customers by increasing the expertise, skills and abilities of all judicial personnel through a comprehensive, relevant, accessible and high-quality system of judicial education.

Description:

In support of the division's mission, staff have an obligation to provide mandated training for certain categories of court personnel. This includes orientation for new limited and general jurisdiction judges; a certification academy and testing component for new probation officers; and offerings in required programs for judicial staff, including programs on the court system, communication skills, dealing with the public and current issues in the court. In these and other programs, the division strives to involve individuals in the court system in the planning and implementation of programs for their respective positions; to fairly provide programs for all categories of judicial personnel; and to utilize a variety of delivery mechanisms to assure the availability of programs for individuals of all job categories and geographic locations.

This program supports and maintains a statewide system of judicial education and manages oversight of personnel compliance with judicial education standards; maintains, staffs and facilitates a comprehensive system of curriculum and program development committees; maintains a statewide system of local training coordinators to sponsor and monitor local training; conducts and/or facilitates curriculum, program and faculty development programs/processes for statewide judicial education; coordinates and produces conferences, workshops, seminars, videos and broadcasts for judges and non-judge staff; and implements directives of the Committee on Judicial Education and Training and its subcommittees: the Judicial College of Arizona, the Committee on Probation Education, and the Judicial Staff Education Committee and the Court Leadership Institute of Arizona.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	96.2	110.8	110.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	96.2	110.8	110.8
FTE Positions	1.1	1.1	1.1

◆ **Goal 1** To provide continuing education to all members of the judiciary.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of sessions offered to judges (limited, general and appellate jurisdictions)	206	280	188	280	200
Number of sessions offered to probation, detention and surveillance officers	1,039	750	972	900	900
Number of sessions offered to judicial staff	616	270	456	350	450
Number of judges participating in Education Services Division sponsored programs	1,656	1,000	1,455	1,000	1,500

Explanation: These are duplicated counts of judges, probation staff and judicial staff.

Number of probation, detention and surveillance officers participating Education Services Division sponsored programs	636	1,100	852	1,000	1,000
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Explanation: Probation participant numbers jumped significantly due to addition of Defensive Tactics, Firearms Training, Officer Safety Train the Trainer, and Faculty Skill Development for Officer Safety Instructors statewide.

Number of judicial staff participating in Education Services Division sponsored programs	2,117	1,000	1,457	1,100	1,500
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◆ **Goal 2** To assure a comprehensive system of judicial education for all categories of personnel

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of educational hours offered to judges (limited general and appellate jurisdictions)	344	500	239	500	300
Number of educational hours offered to probation, detention and surveillance officers	2,019	1,800	1,812	1,900	1,800
Number of educational hours offered to judicial staff	994	550	784	600	600
Percent of judges in compliance with annual continuing education mandate	100	100	100	100	100
Percent of probation, detention and surveillance officers in compliance with annual continuing education mandate	100	100	100	100	100
Percent of judicial staff in compliance with annual continuing education mandate	100	100	100	100	100

◆ **Goal 3** To assure appropriate use of available resources to support a comprehensive system of judicial education

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of faculty used to train judges	402	345	370	375	375
Number of faculty used to train probation, detention and surveillance officers	401	500	466	500	500
Number of faculty used to train judicial staff	401	290	446	300	300
Percent of total faculty used paid for services to train judges	4	5	4	5	5
Percent of total faculty used paid for services to train probation, detention and surveillance officers	2	5	2	5	5
Percent of total faculty used paid for services to train judicial staff	4	5	3	5	5
Cost per participant hours from total budget to train judges	23	15	24	20	20
Cost per participant hours from total budget to train probation, detention and surveillance officers	10	10	11	10	10
Cost per participant hours from total budget to train judicial staff	11	5	6	5	5

◆ **Goal 4** To assure the accessibility of judicial education programs through various delivery mechanisms, including seminars/workshops, conferences, residential programs, broadcasts, computer-based and other distance learning formats

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of seminars/workshops	26	50	65	45	50
Total number of conferences	2	5	4	5	5
Total number of residential programs	61	40	41	55	50
Total number of broadcasts	66	20	42	20	40
Total number of computer based programs	25,695	15,000	47,663	25,000	25,000
Total number of publications	68,302	70,000	58,409	70,000	60,000
Total number of WENDELL website "hits"	68,302	70,000	58,409	70,000	60,000
Total number of materials checked out of resource library	1,207	900	2,326	1,200	1,200

Subprogram Summary

DOMESTIC RELATIONS

Theresa Barrett, Program Manager
 Phone: (602) 452-3364
 A.R.S. § 25-323.01

Mission:

To provide leadership, coordination, and technical support for the development of family law 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 Supreme Court committees/commissions/subcommittees/workgroups established to evaluate best practices in the areas of family law and child support; to identify possible changes in court rules or business practices; and, to make recommendations aimed at facilitating access and efficient processing of family law cases. In addition, this program provides staff support for the Committee on the Impact of Domestic Violence and the Courts and the Family Law Improvement Committee, established by Administrative Order of the Supreme Court.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	645.8	683.1	722.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	645.8	683.1	722.0
FTE Positions	5.7	5.7	5.7

- ◆ **Goal 1** To provide timely and effective administrative and technical support to domestic relations education on children's issues program administrators, to review standards and evaluate statewide domestic relations education on children's issues programs in accordance with statute and Supreme Court administrative order.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percentage of annual reports received and analyzed from prior fiscal year.	93	100	93	100	100
Number of alternative format programs reviewed.	1	1	1	1	0

- ◆ **Goal 2** 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	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent of time minutes were provided in 20 days & notice 48 hours prior to meeting	88	100	88	100	100

- ◆ **Goal 3** To provide on site monitoring and assessment of state and local proceedings and services related to domestic violence issues.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Monitoring and evaluation contacts made with state and local contacts to ensure proceedings and services follow statutes and court rules.	591	300	1,936	300	300

- ◆ **Goal 4** To maintain the competence of judicial officers in the appropriate determination and effective management of domestic violence cases.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
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	100
Percent of conducting at least one bi-annual statewide training conference specifically devoted to domestic violence issues	0	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	435	300	660	300	300

Subprogram Summary

STATE GRAND JURY

Kevin Kluge, Division Director
Phone: (602) 452-3395
A.R.S. § 21-428(B)

Mission:

To provide for reimbursement of grand jury expenses as required by law.

Description:

The program provides the mechanism for reimbursement of the direct costs incurred by a county for impaneling a grand jury and the related costs associated with the grand jury's function and duties. Expenses that are reimbursed include juror fees, lodging, meals and mileage, attorneys, interpreters, investigators and expert witnesses appointed to a particular case and transcript preparation.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	97.9	97.9	97.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	97.9	97.9	97.9
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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Claims processed	3	4	3	4	5

Subprogram Summary

POST CONVICTION RELIEF

Kevin Kluge, Division Director
Phone: (602) 452-3395
A.R.S. § 13-4041

Mission:

To provide reimbursement to counties for state-funded representation of indigent defendants in first-time capital post conviction relief proceedings.

Description:

Laws 1996, Chapter 7, 7th Special Session provides that all indigent prisoners under a capital sentence are entitled to the appointment of counsel to represent them in the state PCR proceeding and requires the Supreme Court to appoint this counsel after the mandate affirming the defendant's conviction and sentence is issued. This legislation establishes a flat fee of \$7,500 to be paid to appointed counsel in a first state PCR proceeding unless the counsel is employed by a publicly funded office. The Supreme Court is required to reimburse the county, upon certification by the county that the amount is owed.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	90.0	90.0	90.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	90.0	90.0	90.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide for reimbursement of valid post-conviction relief proceedings.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Claims processed	2	10	3	15	14

Subprogram Summary

JUDICIAL ASSISTANCE

Kevin Kluge, Division Director

Phone: (602) 452-3395

AZ Const., Art. VI, Section 19, 20, A.R.S. §§ 12-143, 38-813

Mission:

To provide for reimbursement of judges pro tempore and retired judges called to serve in the superior and appellate courts of Arizona.

Description:

The program provides the funding mechanism for payment of salaries of judges pro tempore when serving in the Superior Court, payment of retired judges' differential pay, and payment of travel expenses.

◆ **Goal 1** To provide reimbursement as required for judges pro tempore and retired judges called to serve in the superior and appellate courts of the state. <=Funding for this program has been eliminated through budget cuts.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Reimbursement provided	0	0	0	0	0

Subprogram Summary

STATE AID TO THE COURTS

Cathy Clarich, Program Manager

Phone: (602) 452-3337

A.R.S. § 12-102.02

Mission:

To improve the processing of criminal cases in the Arizona Superior Court and Justice Courts.

Description:

The Arizona Supreme Court is required to administer the monies in the State Aid to Courts Fund. In addition to administering the fund, this program distributes monies to the Superior Court, including the Clerk of Court, and the Justices Courts in each county based on a composite index formula using Superior Court felony filings and county population.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	315.0	1,935.0	1,935.0
Other Appropriated Funds	1,667.5	2,946.5	2,946.5
Other Non Appropriated Funds	22,293.5	25,935.5	25,935.5
Total Funding	24,276.0	30,817.0	30,817.0
FTE Positions	54.7	68.8	68.8

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of counties' criminal cases processed within 90 days (target is 65%)	33	40	26	35	40
Percent of counties conducting criminal case processing improvement projects	100	100	93	93	93

Subprogram Summary

JUDICIAL COLLECTION ENHANCEMENT

Michael Malone, Division Director
 Phone: (602) 452-3305
 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.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,521.1	6,337.9	15,760.5
Other Appropriated Funds	9,877.9	15,652.3	15,654.7
Other Non Appropriated Funds	420.1	390.2	390.2
Total Funding	14,819.1	22,380.4	31,805.4
FTE Positions	122.7	125.5	125.5

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of annual increase in court revenue in prior fiscal year	-7.8	-7.8	-1.0	-0.05	-0.05
Difference in percentage change from previous fiscal year in court revenue collections and case filings	-14.6	-14.9	-9.5	-7.5	-7.5

- ◆ **Goal 2** To fund court automation projects likely to improve case processing or the administration of justice.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of all of the courts that have automated case and cash management systems	100	100	100	100	100
Percent of annual increase in overall court dispositions at all court levels in prior fiscal year.	-15.6	-15.6	-12.0	-10.0	-10.0
Clearance rate (dispositions/filings) for all cases at all court levels in prior fiscal year.	1.05	1.0	1.0	1.0	1.0

◆ **Goal 3** To expedite the processing of grant requests in a cost-effective manner.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Mean cycle days receipt of request to court notification of approval/denial	1.5	10	5.4	10	10
Grant management budget as percent of total budget	.73	.73	.73	.73	.73

Subprogram Summary	
DEFENSIVE DRIVING	
Michael Malone, Division Director	
Phone: (602) 452-3305	
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.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,844.8	3,589.3	3,589.3
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,844.8	3,589.3	3,589.3
FTE Positions	16.0	16.0	16.0

◆ **Goal 1** To develop automation systems to process all court cases.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of courts with a uniform statewide automation system	93	93	93	93	93

Subprogram Summary	
DRUG ENFORCEMENT	
Kristie Wooley, Central Services Manager	
Phone: (602) 452-3324	
A.R.S. § 41-2402	

Mission:

To support the court and its components in furtherance of the federal and state governments' efforts to combat drug abuse and gang violence.

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 supervise drug offenders and members of criminal street gangs.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	667.8	1,002.4	1,002.4
Total Funding	667.8	1,002.4	1,002.4
FTE Positions	0.0	0.2	0.2

- ◆ **Goal 1** To enhance the ability of the courts and probation departments to process drug related cases more expediently and effectively.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average days drug case processing	NA	NA	NA	NA	NA
Percent of quarterly financial and progress reports submitted according to schedule	100	100	100	100	100

Subprogram Summary	
ALTERNATIVE DISPUTE REGULATION	
Cathy Clarich, Program Manager	
Phone: (602) 452-3337	
A.R.S. § 12-135	

Mission:

To promote the use of court-related alternative dispute resolution programs to increase access to the court system.

Description:

The Alternative Dispute Resolution (ADR) Fund is used for local, regional or statewide projects to create, improve, maintain or enhance alternative dispute resolution programs in the superior or justice courts. Alternative dispute resolution provides disputing parties alternatives to litigation. Examples of alternative dispute resolution methods include mediation and arbitration. Funds are used to develop educational programs (scholarships and conferences).

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	205.0	544.2	544.2
Total Funding	205.0	544.2	544.2
FTE Positions	1.6	1.6	1.6

- ◆ **Goal 1** To create, improve, maintain, or enhance alternative dispute resolution programs in superior court and justice of the peace courts.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of volunteer mediators trained	123	50	70	50	50
Number of volunteer mediator training sessions held	10	5	7	5	5

Subprogram Summary

CASE PROCESSING ASSISTANCE

Cathy Clarich, Program Manager
 Phone: (602) 452-3337
 A.R.S. § 41-2401.(D)(8)

Mission:

To enhance the ability of the courts to process criminal and delinquency cases.

Description:

The Case Processing Assistance Fund (CPAF) is used to enhance the courts' ability to process criminal and juvenile delinquency cases and to process orders of protection. Monies are used to fund judges pro tempore and support staff, and to purchase necessary equipment and supplies that courts are unable to obtain through their local funding sources. CPAF also is used to fund innovative projects to improve criminal and delinquency case processing and processing orders of protection.

*Total FTEs do not include grant funded and field FTEs.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,633.4	3,105.1	3,305.6
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,633.4	3,105.1	3,305.6
FTE Positions	18.0	18.3	18.3

◆ **Goal 1** To enhance the ability of courts to process juvenile delinquency cases.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent growth in filings in prior fiscal year	-8.9	-8.9	-10.0	-10.0	-10.0
Prior fiscal year clearance rate (dispositions/filings) of 1.00 or greater annually	1.0	1.0	1.0	1.0	1.0
Months for disposition of pending cases in prior fiscal year	12.0	12.0	12.0	12.0	12.0

◆ **Goal 2** To enhance the ability of the courts to process criminal cases.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent growth in filings in prior fiscal year	-16.0	-16.0	10.0	10.0	10.0
Prior fiscal year clearance rate (dispositions/filings) of 1.00 or greater annually	1.04	1.0	1.0	1.0	1.0
Months for disposition of pending cases in prior fiscal year	7	7	7	7	7

◆ **Goal 3** To expedite the processing of grant requests in a cost-effective manner.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Mean cycle days receipt of request to court notification of approval/denial	3	10	2	10	10
Grant management budget as percent of total budget	1.33	1.33	1.33	1.33	1.33

Program Summary

FAMILY SERVICES

Caroline Lutt-Owens, Director
Phone: (602) 452-3408
A.R.S. § 8-515.01

Mission:

To administer programs that are designed to ensure that the best interests of dependent children are served by providing a system of information, advocacy and review.

Description:

The Dependent Children's Services Division interacts with the courts, a variety of non-court agencies and organizations and the public throughout Arizona. The division administers three major programs: Foster Care Review Board, Court-Appointed Special Advocate and the Court Improvement Program. Other services include operating a parent assistance hotline program that provides court and other related information to parents and guardians whose children have been removed from the home by Child Protective Services.

This Program Contains the following Subprograms:

- ▶ Foster Care Review Board
- ▶ Court Appointed Special Advocate
- ▶ Model Court - Court Improvement Project

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,939.1	4,095.4	4,358.9
Other Appropriated Funds	3,886.2	5,354.2	5,416.0
Other Non Appropriated Funds	877.0	1,379.5	1,379.5
Total Funding	8,702.3	10,829.1	11,154.4
FTE Positions	64.5	69.4	69.4

Subprogram Summary

FOSTER CARE REVIEW BOARD

Lori Dennison, Program Manager
Phone: (602) 452-3408
A.R.S. § 8-515.01

Mission:

To ensure, through local volunteer review boards and a state advisory board, that children involved in dependency proceedings have a permanent placement plan consistent with their best interest.

Description:

The Foster Care Review Board is designed to assist the juvenile court judges. The boards are comprised of volunteer members who receive initial as well as on going training. The boards are responsible for reviewing, within six months of placement and every six months thereafter, the case of each child who remains in out-of-home placement and who is the subject of a dependent action. The case review determines what efforts have been made by the social services agency with whom the child has been placed, to carry out the plan for the permanent placement of the child. Review boards submit recommendations to the presiding juvenile court judge in each county to assist their court review and decision making process. The State Foster Care Board is statutorily required to review and coordinate the activities of the local boards. In addition, the State Board is mandated to make annual recommendations to the Supreme Court, the Governor, and the Legislature on the state's foster care statutes, policies, and procedures. Also included in this subprogram is the Parent Assistance Hotline. The hotline provides accurate information, education and referrals when children are involved with Child Protective Services (CPS), enabling parents and guardians to work more effectively with CPS and the juvenile court.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,279.4	3,435.7	3,694.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	877.0	1,379.5	1,379.5
Total Funding	4,156.4	4,815.2	5,073.6
FTE Positions	53.2	57.1	57.1

- ◆ **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	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Children eligible for review during the fiscal year	18,212	18,212	17,423	18,000	17,000
Number of child reviews held during the fiscal year	23,207	23,207	21,782	24,000	23,000
Total number of reviews conducted within the fiscal year	13,063	13,907	13,280	13,000	13,000
Percent of reviews during fiscal year for which the board found that progress was being made towards establishing permanency	58.57	58.57	51.54	60.0	61.0

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

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
FTEs to support volunteers (Does not include Support Pool)	44.7	44.7	44.0	44.7	44.7
Number of active volunteers during the fiscal year	574	574	532	600	600
Average length of volunteer service during the fiscal year	7.43	7.43	7.55	7.5	7.6
Number of volunteers meeting or exceeding the yearly training requirement	256	450	322	460	460

- ◆ **Goal 3** To provide accurate information to families in a caring, respectful manner

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Hotline Calls	240	250	197	210	220

- ◆ **Goal 4** To increase public and agency awareness of the Parent Assistance Hotline

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Agency Referrals	62	75	48	50	55
Calls attributable to brochures (DES)	51	65	49	50	55
Calls attributable to other advertising	180	160	100	105	110

Subprogram Summary

COURT APPOINTED SPECIAL ADVOCATE

Charles Gray, Program Manager
 Phone: (602) 452-3615
 A.R.S. § 8-522

Mission:

To administer and monitor a community-based volunteer advocacy program in the Juvenile Court System for abused and neglected children.

Description:

The Arizona CASA Program is comprised of the state office, county programs, and volunteers who serve abused and neglected children. The state office administers the program by monitoring county programs to ensure compliance with all relevant statutes, orders, policies and procedures, and funding agreements. In addition, the state office provides services, including recruiting tools, training opportunities, and technical assistance and support to county programs and volunteers. County programs educate communities in order to recruit, maintain, and supervise qualified volunteers to advocate for children involved in juvenile court proceedings as required by A.R.S. §§ 8-522 to 8-523, and Arizona Rules of Court, Rules 22 and 22.1.

CASA volunteers are specially trained citizens who are appointed to an individual dependency case by presiding juvenile judges and function as independent advocates for children who are wards of the court. Volunteers help ensure that a child's right to a safe, permanent home is actively pursued. The CASA volunteer has three main roles: 1) to conduct an independent assessment of the case and advocate for needed services for the child and family; 2) to provide written reports and testimony to the juvenile court judge to enable the judge to make the best decision possible; and 3) to be a consistent presence in the child's life, acting as an advocate throughout the court proceedings.

The Court Appointed Special Advocate Fund receives 30 percent of unclaimed state lottery prize money pursuant to A.R.S. § 5-518 and 8-524.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	3,886.2	5,354.2	5,416.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	3,886.2	5,354.2	5,416.0
FTE Positions	9.4	10.4	10.4

◆ **Goal 1** To maintain an adequate number of certified volunteer advocates.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Children eligible for CASA assignment during the year	13,617	13,750	17,423	13,750	17,000
Children with CASA assigned as of 6/30	1,423	1,550	1,980	1,660	2,000
Total Number of volunteers as of 6/30	1,193	1,000	1,229	1,050	1,250
Volunteers serving during the year	1,474	1,375	1,477	1,425	1,500
Number of Assigned CASAs as of 6/30	819	825	817	850	850
Number of volunteers during the year completing the required number of hours	645	700	648	715	650
Percent of number of volunteers serving during the year completing the required number of hours	53	56	53	58	54
Average number of in-service training hours volunteers received	12	12	13	12	13

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of volunteer files reviewed	111	115	72	120	100
Percent of required items reviewed and found to be in compliance	77	80	81	82	80
Total number of case files reviewed	109	115	76	120	100
Percent of required items reviewed and found to be in compliance	91	92	89	95	92

Subprogram Summary	
MODEL COURT - COURT IMPROVEMENT PROJECT	
Rob Shelley, Program Coordinator	
Phone: (602) 452-3416	
A.R.S. § 8-824	

Mission:
To evaluate and improve Arizona's dependency case management in order to reduce the amount of time children spend in out of home placement.

Description:
 In 1998, based upon a federal dependency court improvement initiative and the Pima County Model Court pilot, new laws governing dependency case time lines and processing were passed. The Court Improvement Program oversees the implementation of this re-engineering of the dependency court process. Program responsibilities include providing technical assistance, training and funding to juvenile courts as they implement the new and revised statutes and improve their handling of dependency petitions. This also includes the implementation of dependency operational reviews and expanding dependency data collection through the use of the Arizona Juvenile On-Line Tracking System, JOLTS.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	659.7	659.7	664.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	659.7	659.7	664.8
FTE Positions	1.9	1.9	1.9

- ◆ **Goal 1** To reduce the time frame from removal to permanency.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of petitions that met preliminary protective hearing requirements (within 5-7 days of removal)	81	80	97	95	95
Average number of days to adjudication	71	71	72	71	72
Percent of petitions for which a permanency hearing was completed within required timeframe (six months for children under 3 years old and 12 months for children ages 3 and older).l	87	88	95	95	95

Program Summary

JUDICIAL NOMINATIONS AND PERFORMANCE REVIEW

Kevin Kluge, Division Director

Phone: (602) 452-3395

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 Coconino, Maricopa, Pima and Pinal 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 Coconino, Maricopa, Pima and Pinal 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 Coconino, Maricopa, Pima and Pinal Counties. The five 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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	532.1	573.3	636.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	532.1	573.3	636.1
FTE Positions	4.6	4.6	4.6

- ◆ **Goal 1** To ensure the nominating commissions candidate submissions meet the constitutional requirements on considering the diversity of the state's or county's population and nominee submission time line.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Applications received from minorities and women as a percent of all applications	59	50	57	50	50
Nominations of minorities and women as a percent of all nominations	66	50	57	50	50
Percent of nomination lists submitted to the Governor within the 60 day constitutionally set time line	100	100	100	100	100

- ◆ **Goal 2** To efficiently meet their constitutional duties.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Cost of appellate court vacancies (dollars)	2,963.15	2,000	980.56	3,000	3,000
Cost of trial court vacancies (dollars)	6,407.09	3,000	1,472.92	4,000	4,000

◆ **Goal 3** To provide survey forms during each survey period for distribution to individuals who interact with a merit/retention judge.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Survey forms distributed	52,000	8,200	7,859	60,000	8,200
Survey forms returned	8,840	1,394	1,632	10,200	1,500

◆ **Goal 4** To widely disseminate the results of the survey and review process.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Pamphlets, brochures and data reports distributed	22,232	600	455	25,000	600

Explanation: Pamphlets are not distributed in a non-election year.

Public telephone and electronic contacts	1,052	900	530	1,200	800
Website hits and social media views	1,757,336	1,200,000	92,881	1,800,000	500,000

Program Summary

COMMISSION ON JUDICIAL CONDUCT

April Elliott, Executive Director
 Phone: (602) 452-3200
 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 570 judges and judicial officers throughout the state.

The Commission is required to investigate all complaints of judicial misconduct and may resolve them in one of several ways. Complaints that are frivolous or unfounded may be dismissed for lack of jurisdiction, insufficient grounds to justify investigation or no evidence of judicial misconduct. Cases involving serious misconduct are decided in formal hearings, similar to trials, that are open to the public. At the conclusion of a hearing, the Commission can formally recommend to the Supreme Court that a judge be publicly censured, suspended, removed or retired. Discipline in less serious cases may be handled informally.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	506.7	558.1	768.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	506.7	558.1	768.4
FTE Positions	4.5	4.7	4.7

◆ **Goal 1** To investigate and resolve all complaints of judicial misconduct in accordance with Constitutional mandates. (These numbers are based on calendar-year data)

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Complaints processed	363	375	439	473	450
Explanation: FY22 data is based on calendar year (1/1/21 - 12/31/21)					
Formal and Informal Advisory Opinions	207	150	172	199	180
Explanation: FY22 data is based on calendar year (1/1/21 - 12/31/21)					
Preliminary investigations	76	70	69	80	80
Explanation: FY22 data is based on calendar year (1/1/21 - 12/31/21)					
Motions for reconsideration	20	30	33	35	35
Explanation: FY22 data is based on calendar year (1/1/21 - 12/31/21)					
Sanctions and other warnings	39	30	37	38	35
Explanation: FY22 data is based on calendar year (1/1/21 - 12/31/21)					

Program Summary

JUDICIAL COMPENSATION

Kevin Kluge, Division Director

Phone: (602) 452-3395

AZ Constitution, Article VI, Section 9, A.R.S. § 12-120

Mission:

To fund the state portion of the salary and employee related expenses of Superior Court judges.

Description:

The Arizona Superior Court, which has at least one judge in every county, is the state's only general jurisdiction court. Additional Superior Court judges may be authorized in each county having a census greater than 30,000 inhabitants and upon petition by the Board of Supervisors to the Governor. A Superior Court judge may be authorized for each 30,000 inhabitants or majority fraction thereof. Superior Court judges hear all types of cases except small claims, minor offenses or violations of city codes and ordinances. One-half of the Superior Court judges' salaries are provided by the state as required by A.R.S. § 12-128.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	23,927.7	28,147.1	30,750.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	23,927.7	28,147.1	30,750.6
FTE Positions	181.8	184.0	184.0

- ◆ **Goal 1** To provide fair and expeditious determination of cases. (Court activity is difficult to predict; projections are based on FY 2014 activity level, which also is an estimate. Cases pending are as of 6/30.)

* The 2015 actual total reflects an estimated figure.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
All cases on file in prior fiscal year	333,799	350,000	330,000	330,000	330,000
All cases terminated in prior fiscal year	177,860	180,000	165,000	165,000	165,000
Cases pending in prior fiscal year	155,032	160,000	160,000	160,000	160,000
New filings (includes transfer in cases) in prior fiscal year	178,767	180,000	180,000	180,000	180,000
Other proceedings in prior fiscal year	40,000	40,000	36,000	36,000	36,000

Program Summary

ADULT PROBATION SERVICES

Shanda Breed, Division Director
Phone: (602) 452-3468
A.R.S. § 13-901

Mission:

To foster the continued development and effective implementation of a balanced approach to Adult Community Corrections, including protection of the public through offender accountability and rehabilitation, and restoration of the community primarily through the collection of restitution and completion of community service.

Description:

Arizona's adult probation system is decentralized, with each of the fifteen county probation departments reporting directly to either the presiding judge of the Superior Court in their respective county or the Court Administrator. The Adult Services Division of the Administrative Office of the Courts administers and oversees nine major state programs/funds which help support the adult probation system: Intensive Probation Supervision (IPS); Adult Standard Probation; Community Punishment Program (CPP); Criminal Justice Enhancement Fund (CJEF); Drug Enforcement Account (DEA); Interstate Compact (ISC); the Drug Treatment and Education Fund (DTEF); Transferred Youth (TY); and the Judicial Collection Enhancement Fund (JCEF). The Division works with the county probation departments to ensure adequate resources are available for them to meet required operational standards based upon applicable statutes, administrative orders and funding requirements. The Division also coordinates approximately 300 state vehicles provided for adult and juvenile probation and surveillance officers, facilitates training events, conducts research and statistical compilation, and provides technical assistance on a variety of probation related matters.

* Beginning with FY 2004, Maricopa County is not included in the statewide result.

This Program Contains the following Subprograms:

- ▶ Standard Probation
- ▶ Intensive Probation
- ▶ Community Punishment
- ▶ Interstate Compact
- ▶ Drug Treatment and Education
- ▶ Global Positioning Systems (GPS)

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	30,817.5	31,559.3	42,664.1
Other Appropriated Funds	4,987.8	7,716.4	7,716.4
Other Non Appropriated Funds	4,975.9	5,597.5	5,597.5
Total Funding	40,781.2	44,873.2	55,978.0
FTE Positions	12.2	11.9	11.9

Subprogram Summary

STANDARD PROBATION

Shanda Breed, Division Director
 Phone: (602) 452-3468
 A.R.S. § 12-261

Mission:

To provide financial assistance to probation departments to promote public safety by the responsible supervision of probationers in the community.

Description:

The program provides funding in an effort to maintain the statutory caseload average of 60 adult probationers per probation officer (60:1) and creates the availability of state funding to supplement county funds in order to achieve or maintain that 60:1 ratio. The funding must be used primarily for the payment of probation officer salaries to attain the caseload average.

* Beginning with FY 2004, Maricopa County is not included in the statewide result.

*Total FTE's do not include those FTE's funded in the Field.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	19,050.1	19,523.4	28,849.9
Other Appropriated Funds	3,363.0	3,774.1	3,774.1
Other Non Appropriated Funds	880.2	622.4	622.4
Total Funding	23,293.3	23,919.9	33,246.4
FTE Positions	1.0	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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Operational reviews conducted	5	4	3	4	4
Percent of operational reviews completed within prescribed time frame	100	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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of court-ordered restitution paid by active standard probationers	7.38	12.0	12.0	12.0	12.0
Percent of community restitution hours completed	27.04	31.0	33.8	31.0	31.0
Percent of probationers exiting standard probation and not committed to county jail or DOC	89	84	88	84	84

- ◆ **Goal 3** To assist in enhancement of education and training of probation officers and staff by providing regionalized and statewide training.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Certification Academies conducted	3	4	4	4	4
Regional training events	195	120	183	120	120
Percent of probation personnel in compliance with COJET requirements	100	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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of probation departments in compliance with 65:1 mandate	86	100	71	100	100
Percent of probation departments whose funding is primarily used for payment of probation officer salaries	100	100	100	100	100
Average annual state cost per probation slot (in dollars) in prior fiscal year	1,394	1,325	1,439	1,325	1,400

Subprogram Summary

INTENSIVE PROBATION

Shanda Breed, Division Director
 Phone: (602) 452-3468
 A.R.S. § 13-913 et. seq.

Mission:

To provide a highly structured and closely supervised probation alternative which emphasizes the payment of restitution.

Description:

The program provides intensive supervision, through the use of probation officer/surveillance officer teams, to offenders who would otherwise have been incarcerated in the Department of Corrections at initial sentencing or as a result of a technical violation of standard probation. Pursuant to statute, supervision teams of one probation officer and one surveillance officer can supervise a maximum of 25 intensive probationers and a team consisting of one probation officer and two surveillance officers can supervise no more than 40 probationers. In small counties, one probation officer is authorized to supervise up to 15 intensive probationers. Intensive probationers are required to: maintain employment or full-time student status or perform community service at least six days per week; pay restitution and monthly probation fees; establish residency at a place approved by the probation team; remain at their place of residence except when attending approved activities; allow the administration of drug and alcohol tests; perform at least forty hours (with good cause the court can reduce to twenty hours) of community service work each month except for full-time students, who may be exempted or required to perform fewer hours; and meet any other conditions set by the court.

* Beginning with FY 2004, Maricopa County is not included in the statewide results. Beginning in FY 2007, Maricopa and Graham Counties not included.

*Total FTE's do not include those FTE's funded in the Field.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	11,356.9	11,615.0	13,393.3
Other Appropriated Funds	435.7	1,535.2	1,535.2
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	11,792.6	13,150.2	14,928.5
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To promote victim and community restoration and hold accountable adult intensive probationers while also providing opportunities for behavioral change consistent with the needs of public safety.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent of eligible IPS probationers participating in a treatment program	48	47	49	47	47
Percent of IPS probationers maintaining full-time employment	37	43	41	43	43
Percent of IPS probationers not testing positive for illegal drug use	52.5	60	49	60	60
Explanation: 14 of 15 counties reporting					
Percent of court-ordered restitution paid by active IPS probationers	14	11	32	11	11
Explanation: 14 of 15 counties reporting					
Percent of community restitution hours completed	37.67	50	41	50	50
Percent of probationers exiting IPS and not committed to county jail or DOC	64	56	66	56	56

- ◆ **Goal 2** To promote public safety by providing each county probation department with adequate resources to meet required operational standards based upon applicable statutes, administrative orders, and funding requirements.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent of probation departments in compliance with statutorily prescribed caseload	65	100	88	100	100
Percent of probation departments provided sufficient operating motor vehicles	100	100	100	100	100
Average annual state cost per probation slot (in dollars) in prior fiscal year	8,308	7,775	8,221	8,000	8,000

- ◆ **Goal 3** To provide an advanced training program (Arizona Institute for Intensive Probation) and technical assistance to IPS officers to ensure compliance with program direction.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
IPS institutes conducted	2	2	2	2	2
Percent of IPS officers completing the institute	100	100	100	100	100

Subprogram Summary

COMMUNITY PUNISHMENT

Krista Forster, Program Manager
 Phone: (602) 452-3814
 A.R.S. § 12-299

Mission:
To enhance both intensive and standard probation services in an effort to divert offenders from prison or jail and promote public safety through locally designed treatment and control-oriented programming.

Description:
 The Community Punishment Program (CPP) provides funds which augment general probation conditions and community-based programs emphasizing supervision, surveillance, control, public protection, community work service, restitution, and victims' rights, as well as opportunities for rehabilitation and treatment.

* Beginning with FY 2004, Maricopa County is not included in the statewide results.
 *Total FTE's do not include those FTE's funded in the Field.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,096.3	2,310.3	2,310.3
Other Non Appropriated Funds	807.4	752.8	752.8
Total Funding	1,903.7	3,063.1	3,063.1
FTE Positions	1.3	1.9	1.9

◆ **Goal 1** To promote victim and community restoration and hold accountable adult community punishment probationers while also providing opportunities for behavioral change consistent with the needs of public safety.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Number of active probationers who received CPP funded services	1,306	2,200	1,166	2,200	2,200

Subprogram Summary

INTERSTATE COMPACT

Dori Littler, Interstate Compact Manager
Phone: (602) 452-3324
A.R.S. § 31-461

Mission:

To provide supervision to probationers transferring to Arizona and monitor the supervision of probationers transferred to other states from Arizona.

Description:

The program provides for the supervision of probationers transferring to Arizona from other states, and probationers transferring from Arizona to other states. County probation departments investigate requests of probationers sentenced in other states who wish to transfer their probation supervision to Arizona. After investigation, these requests are either denied or accepted. If accepted, county probation departments provide supervision for transferred probationers. Arizona probation officers monitor compliance with probation conditions and initiate corrective action, if deemed necessary, through the state Compact Office. Arizona probation departments also maintain contact with probationers transferred from Arizona to other states and collect court-ordered monetary assessments, including restitution and fines.

* Beginning with FY04, Maricopa County is not included in the statewide result. Beginning in FY 2007, Maricopa and Graham Counties are not included

*Total FTE's do not include those FTE's funded in the Field.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	410.5	420.9	420.9
Other Appropriated Funds	92.8	92.8	92.8
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	503.3	513.7	513.7
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To facilitate the transfer and supervision of probation cases through the interstate compact.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of transfer investigation requests completed within forty-five days of receipt, as required	99.2	100	99	100	100
Percent of victim assistance fund payments collected	53	55	73	55	72

Subprogram Summary

DRUG TREATMENT AND EDUCATION

Krista Forster, Program Manager
 Phone: (602) 452-3558
 A.R.S. § 13-901.02

Mission:

To provide treatment and education services to substance abusing probationers.

Description:

The Drug Treatment and Education Fund provides funding to augment treatment and education services for substance abusing offenders convicted of personal possession or use of a controlled substance.

*Total FTE's do not include those FTE's funded in the Field.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	4.0	4.0
Other Non Appropriated Funds	3,288.3	4,222.3	4,222.3
Total Funding	3,288.3	4,226.3	4,226.3
FTE Positions	9.9	10.0	10.0

- ◆ **Goal 1** To reduce the prevalence of drug use and the incidence of criminal activity for substance abusing offenders through treatment services and probation supervision.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
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	1,220	3,500	1,503	3,500	3,500
Number of probationers convicted of an ARS 13-901.01 1st or 2nd offense that received DTEF funded treatment services	452	750	209	750	750

Subprogram Summary

GLOBAL POSITIONING SYSTEMS (GPS)

Krista Forster, Program Manager
 Phone: (602) 452-3814
 A.R.S. § 13-902(G)

Mission:

To provide global positioning system monitoring for probationers sentenced under ARS 13-902(G).

Description:

A.R.S. §13-902(G) provides that beginning November 1, 2006 after conviction of a dangerous crime against children as defined in A.R.S. §13-604.01, if a term of probation is imposed, the court shall require global position system monitoring for the duration of the term of probation. Many probationers sentenced under A.R.S. §13-902(G) are placed on probation for long terms extending up to life-time probation supervision.

The GPS program offers the highest level of community-based supervision available for those probationers convicted of Dangerous Crimes Against Children. Further, the GPS program allows probationers to receive treatment while in the community or continuing their treatment once released from incarceration. This balanced approach results in short-term public safety through monitoring and potential long-term public safety by offering the probationer the opportunity to change their behavior through treatment.

◆ **Goal 1** To monitor all GPS offenders on probation as prescribed by statute

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of probationers on GPS	213	300	232	300	300

Program Summary					
JUVENILE PROBATION SERVICES					
Joe Kelroy, Division Director					
Phone: (602) 452-3450					
A.R.S. § 8-201					

Mission:

To effectively oversee the statewide administration of local juvenile probation services and programs which promote community protection by requiring juvenile accountability and by providing treatment opportunities which result in law abiding behavior.

Description:

The Juvenile Justice Services Division is responsible for the effective administration of juvenile justice programs for delinquent and incorrigible youth in coordination with the juvenile courts. Division programs focus on treatment, rehabilitation and protection of community and youth. The Division administers and oversees seven major programs/funds: Juvenile Intensive Probation (JIPS); Juvenile Treatment Services Fund (JPSF); Family Counseling; Juvenile Standard Probation; Juvenile Crime Reduction Fund (JCRF); Progressively Increasing Consequences; and State Aid for Detention. Other services include providing direction and coordination for the Juvenile On-Line Tracking System (JOLTS); the statewide Literacy, Education and Resource Network (LEARN Labs); oversight of juvenile detention centers; and administration of probation department operational reviews.

This Program Contains the following Subprograms:

- ▶ Standard Probation
- ▶ Intensive Probation
- ▶ Treatment Services
- ▶ Family Counseling
- ▶ Progressively Increasing Consequences (PIC-Act)
- ▶ Juvenile Crime Reduction

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	39,641.4	40,110.5	46,254.1
Other Appropriated Funds	2,148.0	5,204.8	5,243.8
Other Non Appropriated Funds	-6,652.0	2,102.6	2,102.6
Total Funding	35,137.4	47,417.9	53,600.5
FTE Positions	27.4	27.6	27.6

Subprogram Summary

STANDARD PROBATION

Chris Varner, Program Manager
 Phone: (602) 452-3521
 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 FTE's do not include those FTE's funded in the Field.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,555.6	3,631.8	8,735.3
Other Appropriated Funds	0.0	150.0	150.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	3,555.6	3,781.8	8,885.3
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To ensure probationers are supervised according to their level of risk.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of juvenile probation departments in compliance with mandated standard case load ratios of 35:1	100	100	100	100	100
Percent of standard probationers who successfully complete their term of probation	77	85	73	80	80
Number of counties receiving a formal standard probation operational review.	2	4	2	4	4
Average annual cost per standard probation slot in prior fiscal year	2,899	2,800	3,100	3,000	3,000

◆ **Goal 2** To manage and monitor the efficient and effective allocation and distribution of state appropriated funds.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of budget modifications reviewed and approved within two weeks	100	100	100	100	100
Percent of Request to fill vacancies are reviewed using capacity reports, team configurations and geographic location, and are approved/denied within two weeks.	100	100	100	100	100

◆ **Goal 3** To promote victim and community restoration by holding juvenile standard probationers accountable for their court ordered financial obligations.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of standard probationers ordered to pay restitution, who are paying	95	85	78	85	85

Subprogram Summary

INTENSIVE PROBATION

Chris Varner, Program Manager
 Phone: (602) 452-3521
 A.R.S. § 8-351

Mission:

To effect positive change in a high risk juvenile population through a highly structured community based probation program committed to the prevention of further juvenile offenses and the protection of the community.

Description:

The program provides probation teams that deliver intensive supervision, which emphasizes surveillance, treatment, work, education and home detention, to juvenile offenders. The program seeks to reduce commitments to the Arizona Department of Juvenile Corrections and other institutional or costly out-of-home placements, thus reserving space for more serious youth offenders. Probationers are required to participate in one or more of the following for 32 hours per week: school, court-ordered treatment, employment or community service; if able, to pay required court-ordered fees; to remain at a place of residence, except as allowed and approved by the supervising probation officer; to allow administration of drug and alcohol tests; and to meet other conditions set by the court.

*Total FTE's do not include those FTE's funded in the Field.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	5,969.3	6,087.2	7,127.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	5,969.3	6,087.2	7,127.3
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To ensure probationers are supervised to their level of risk.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of county JIPS programs (15) receiving informal site monitoring visits	100	100	100	100	100
Average annual cost per JIPS probation slot in prior fiscal year	11,256	12,000	11,590	12,000	12,000
Percent of counties maintaining appropriate caseload ratios as evidenced by monthly capacity reports.	100	100	100	100	100
Number of counties receiving a formal JIPS operational review.	2	4	2	4	4
Percent of JIPS probationers who successfully complete their term of probation.	72	75	69	75	75
Percent of JIPS probationers who unsuccessfully completed their term of intensive probation and were committed to ADJC.	12	15	9	15	15

◆ **Goal 2** To ensure that JIPS officers are trained and meet established standards.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of JIPS officers passing initial academy testing	100	100	100	100	100

◆ **Goal 3** To manage and monitor the effective and efficient allocation and distribution of state appropriated funds.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of budget modifications reviewed and processed within two weeks of receipt	100	100	100	100	100
Percent of juvenile courts (15) whose JIPS program plan and budget are reviewed and approved	100	100	100	100	100
Percent of Request to fill vacancies reviewed, using capacity reports, team configurations and geographic location, approved/denied within two weeks.	100	100	100	100	100

◆ **Goal 4** To promote victim and community restoration by holding juvenile intensive probationers accountable for their court ordered financial obligations.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of JIPS probationers ordered to pay restitution who are paying	82	75	100	75	75

Subprogram Summary

TREATMENT SERVICES

Sue Smith, Program Manager
 Phone: (620) 452-3246
 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.

*Total FTE's do not include those FTE's funded in the Field.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	20,697.9	20,803.0	20,803.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	-5,661.1	2,102.6	2,102.6
Total Funding	15,036.8	22,905.6	22,905.6
FTE Positions	6.5	6.6	6.6

◆ **Goal 1** To audit and evaluate treatment programs for contract compliance and effective service delivery.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Service contractors audited for compliance with program standards	73	70	57	70	70
Percent of contractors monitored in satisfactory compliance with established program standards (70%+)	98	98	93	98	98
Average cost per contract to audit (dollars).	1,465	1,500	0	3,000	3,500

Explanation: Includes Travel and 2.25 FTE

◆ **Goal 2** To provide a comprehensive array of services and interventions for youth on probation.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Youth provided out of home services	289	400	250	300	300
Youth provided day support services	34	200	31	300	500
Youth provided counseling intervention	589	1,000	308	1,000	1,000
Youth provided drug testing	1,356	2,000	987	3,000	3,000
Youth provided evaluations and other services	1,015	1,400	808	1,400	1,400
Youth provided educational and vocational services	145	500	50	400	500
Percent of youth who don't re-offend within 12 months of program completion in prior fiscal year	87	85	91	99	99
Percent of youth with successful outcomes in functional family therapy	NA	NA	NA	NA	NA
Percent of youth with successful outcomes in Intensive Behavior Modification Program.	82	85	79	85	85

Subprogram Summary

FAMILY COUNSELING

Steve Selover, Program Manager
 Phone: (602) 452-3539
 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 FTE's do not include those FTE's funded in the Field.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	500.0	500.0	500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	500.0	500.0	500.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To manage and monitor the effective and efficient allocation and distribution of state appropriated funds.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of families served by the family counseling fund in prior fiscal year	769	800	394	500	600
Average cost per family in prior fiscal year	946.50	1,000	1,242	1,000	1,500
Average age of youth participating in family counseling program in prior fiscal year	16	16	16	16	16
Average sessions per family in prior fiscal year	8.4	7	10.8	10	10
Percent of juvenile courts (15) whose family counseling program plan and budget are reviewed and approved.	100	100	0	100	0

Subprogram Summary	
PROGRESSIVELY INCREASING CONSEQUENCES (PIC-ACT)	
Steve Selover, Program Manager	
Phone: (602) 452-3539	
A.R.S. § 8-321	

Mission:
To ensure accountability by administering a comprehensive array of consequence programs for youth diverted from the formal court process.

Description:
 The Progressively Increasing Consequences monies provide the opportunity for youth to be held accountable for specific offenses without the formal court process. Youth are required to attend programs which emphasize accountability, restitution, skill development, crime reduction and community safety such as Teen Court, community work service, life skill education classes and problem solving.

*Total FTE's do not include those FTE's funded in the Field.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	8,918.6	9,088.5	9,088.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	-990.9	0.0	0.0
Total Funding	7,927.7	9,088.5	9,088.5
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To ensure diversion eligible referrals are processed in a timely manner.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of juveniles with an intake interview within 30 days of receipt of referral by the juvenile court	36	50	39	50	50

◆ **Goal 2** To promote victim and community restoration by holding diversion youth accountable for their assessed financial obligations.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of diversion youth assessed restitution, who are paying	100	85	84	85	85
Percent of parents of diversion youth assessed one-time parental assessment fee, who paid	80	85	66	85	85

◆ **Goal 3** To ensure consequences are successfully completed.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of diversion youth who successfully complete community restitution as assigned	88	85	92	85	85
Percent of diversion youth who successfully complete counseling as assigned	85	85	89	85	85
Percent of diversion youth who complete a Delinquency Prevention Education program as assigned	87	85	93	85	85
Percent of diversion youth who complete a Substance Abuse Education program as assigned	82	85	96	85	85

Subprogram Summary

JUVENILE CRIME REDUCTION

Steve Selover, Program Manager
 Phone: (602) 452-3539
 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 FTE's do not include those FTE's funded in the Field.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	2,148.0	5,054.8	5,093.8
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	2,148.0	5,054.8	5,093.8
FTE Positions	20.9	21.0	21.0

◆ **Goal 1** To manage and monitor the effective and efficient allocation and distribution of JCRF grant funds.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of on-site monitoring visits conducted	100	100	0	100	100
Percent of programs in compliance with financial requirements	100	100	100	100	100
Percent of programs in compliance with program requirements	100	100	100	100	100

◆ **Goal 2** To promote the development of promising community-based programs for youth.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Local programs funded	0	0	0	17	19

Explanation: Excludes LEARN Labs

Youth served in local programs	0	36,800	0	68,000	70,000
3	0	2	0	2	0

◆ **Goal 3** To support the administration and programs of the Arizona juvenile court system.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Automation projects funded	3	3	3	3	3
Loss prevention issues addressed in detention centers	0	0	0	0	0

Program Summary

COURT OF APPEALS DIVISION I

Amy Wood, Clerk of the Court
 Phone: (602) 452-6705
 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. Division I has the statewide responsibility for all Writs of Certiorari from these eight counties, and rate appeals from the Corporation Commission. Division I also has statewide responsibility for all writs of Certiorari concerning awards by the Industrial Commission, appeals from the Arizona Department of Economic Security Appeals Board and all appeals from the Arizona Tax Court. Division I consists of a Chief Judge and five departments, with three judges each.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	11,497.4	15,052.1	16,020.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	11,497.4	15,052.1	16,020.0
FTE Positions	98.3	111.3	111.3

◆ **Goal 1** To provide fair and expeditious determination of cases.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
All cases on file	4,126	4,016	3,958	4,000	3,900
All cases terminated	2,695	2,739	2,535	2,776	2,700
Cases pending	1,402	1,299	1,477	1,100	1,050
Explanation: Cases pending are as of 6/30					
New case filings	2,375	2,376	2,557	2,600	2,700
Customer Satisfaction rating for settlement program	100	95	88	95	95
Cases decided in which a Supreme Court review was not sought, excludes those cases dismissed in which no petition for review can	1,169	1,200	1,201	1,250	1,250
Cases decided where Supreme Court review was denied	408	450	411	400	400
Cases decided which Supreme Court review was granted and decision upheld	20	22	21	17	17

Program Summary

COURT OF APPEALS DIVISION II

Beth C. Beckmann, 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. Additionally, with recent changes to A.R.S. § 12-120, Division II will receive transfers from Division I and the superior courts served by Division I. Further, effective 1/1/2023, both Divisions will have an additional panel (Department).

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	5,080.3	7,471.1	8,021.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	5,080.3	7,471.1	8,021.4
FTE Positions	38.5	51.5	51.5

◆ **Goal 1** To provide fair and expeditious determination of cases.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
All cases on file	1,234	1,400	1,123	1,287	1,361
All cases terminated	719	800	542	617	653
Cases pending	515	650	581	656	694
Explanation: Cases pending are as of 6/30					
New case filings	604	720	616	705	746
Customer Satisfaction rating for settlement program (Scale 1-8)	NA	7.8	NA	NA	NA
Explanation: Due to COVID pandemic, the Court did not hold any settlement conferences in FY21.					
Cases upheld upon review	687	700	118	135	143

Program Summary

ADULT AND JUVENILE DRUG COURT

Krista Forster, Program Manager
 Phone: (602) 452-3558
 A.R.S. § 13-3422

Mission:

To fund and manage a coordinated system of adult and juvenile drug courts that help reduce recidivism.

Description:

The Administrative Office of the Courts (AOC) provides funding and statewide oversight of Adult and Juvenile Drug Courts. Arizona’s Drug Courts are special, problem-solving courts with the responsibility to intervene with medium to high-risk probationers at risk for failure on probation and in the community because of continued drug or alcohol use. Each drug court is comprised of a local Drug Court Team responsible for the effective implementation and operation of the drug court. All of Arizona’s drug courts have judicial leadership combined with probation supervision and community-based treatment services.

The drug court program includes Memorandum of Understanding (MOU) between participating parties, judicial management, probation supervision, screening and assessment of participants, random and scheduled drug testing, individual, group and family counseling services, incentives and sanctions, community work service and parental/family involvement.

*Total FTE's do not include those FTE's funded in the Field.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,080.0	1,096.4	1,096.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	135.0	215.0	215.0
Total Funding	1,215.0	1,311.4	1,311.4
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To measure the number of Adult participants screened, admitted and graduated from drug courts.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Number of Participants sentenced to drug court.	397	811	603	811	811
Number of Participants retained at 180 day point	955	1,281	831	1,281	1,281
Number of Graduates from drug court	288	385	234	385	385

◆ **Goal 2** To measure, manage and monitor the effective and efficient allocation and distribution of state appropriated funds.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Number of Participants admitted to drug court	48	65	41	45	45
Number of Participants retained at 180 day period	40	50	34	35	35
Number of graduates from drug court	17	20	15	20	20

Agency Summary

DEPARTMENT OF JUVENILE CORRECTIONS

Doug Sargent, Director
 Phone: (602) 364-4051
 A.R.S. § 41-2802

Mission:

To effectively deliver evidence based rehabilitative services to youth in our care, strengthening their well being and leading them to become successful members of society.

Description:

The Arizona Department of Juvenile Corrections (ADJC) is responsible for youth committed to its jurisdiction by the county juvenile courts and the administration of the Interstate Commission for Juveniles. ADJC is accountable to the citizens of Arizona for the promotion of public safety through effective evidence-based rehabilitation, which includes developmentally appropriate treatment, prosocial activities, education and career training, services for youth with significant mental health needs, and the continuation of services when providing community supervision to youth transitioning back to their communities.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ HOUSING	20,543.0	31,173.9	31,173.9
➤ REHABILITATION	11,198.7	14,961.0	14,961.0
➤ ADMINISTRATION	11,134.4	8,561.6	8,561.6
Agency Total:	42,876.1	54,696.5	54,696.5
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	28,188.6	38,607.7	38,607.7
Other Appropriated Funds	11,358.3	15,070.0	15,070.0
Other Non Appropriated Funds	3,329.2	1,018.8	1,018.8
Total Funding	42,876.1	54,696.5	54,696.5
FTE Positions	375.8	446.7	446.7

5 Year Plan

Issue 1 To advance the safety of the citizens of Arizona, our employees, and the youth in our care

Description As a public safety agency, ADJC is charged with protecting the public, our employees, and the youth committed to our care. We are committed to reducing violent incidents and injuries by focusing on prevention and intervention and increased training for staff.

Solutions:

- Identify the most common reasons for youth violence.
- Increase staff utilization of best practices and intervention methods to address preventable violent incidents among youth.
- Identify a process for increased Housing Unit engagement to address systemic issues related to violence.
- Increase transition/reentry planning and services through securing state ID cards for eligible youth and conducting community behavioral health intake assessments prior to release

Issue 2 Foster ADJC’s culture that attracts, supports, and empowers engaged, mission-driven professionals who deliver quality services

Description Attract, retain, and a develop a professional and engaged workforce to deliver quality services

Solutions:

- Develop and implement initiatives specific to the 2022 Employee Engagement Survey results.
- Develop and implement Equal Employment Opportunity training and formal discipline training modules for supervisors.
- Increase the number of supervisors trained in the use of the Predictive Index.
- Increase YCO recruitment through increased job fair participation, applicant reengagement, expanded marketing, and subscriptions to job posting websites.

Issue 3 Advance the delivery of effective evidence-based services that are best practices for the youth in our care

Description Consistently deliver evidence-based and responsive programs in a trauma informed environment

Solutions:

- Conduct a CPC evaluation, create an action plan, and form appropriate oversight committee(s) to oversee progress.
- Select, train, and deploy Crisis Intervention Officers to provide trauma-informed crisis response that is flexible, collaborative, and provides resources and services in the least restrictive manner for youth.
- Create a committee to develop and implement an AZYAS Project Plan.
- Increase the number of students participating in and completing transition coursework at Adobe Mountain School

Issue 4 Drive continuous improvement and accountability.

Description Newly implemented strategy focused on advancing the use of the Arizona Management System (AMS) and updating agency policy to further results driven outcomes, consistent processes, and accountability.

Solutions:

- Continue AMS element training and coaching on a monthly cadence.
- Conduct standard work workshops on a quarterly cadence.
- Provide policy technical assistance and support to bureaus.
- Enhance the policy portal to streamline policy reviews, updates, and tracking.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	516.0	516.0	516.0
General Fund	38,607.7	38,607.7	38,607.7
Other Appropriated Funds	15,070.0	15,070.0	15,070.0
Non-Appropriated Funds	136.7	136.7	136.7
Federal Funds	882.1	882.1	882.1

◆ **Goal 1** To fully deploy and integrate the Arizona Management System agency-wide

	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
AMS maturity score	2.6	3.1	3.2	3.5	3.5

Program Summary

HOUSING

Doug Sargent, Director
 Phone: (602) 364-4051
 A.R.S. § 41-2802

Mission:
To rehabilitate seriously delinquent juveniles by providing safe, secure, and well maintained facilities and a healthy environment of committed juveniles.

Description:
 The Housing program provides housing, supervision, control, health services, and institutional services for committed juveniles requiring placement in a secure facility.

This Program Contains the following Subprograms:

- ▶ Facilities Management
- ▶ Security
- ▶ Health Care

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	11,510.3	19,491.8	19,491.8
Other Appropriated Funds	8,645.6	11,308.5	11,308.5
Other Non Appropriated Funds	387.1	373.6	373.6
Total Funding	20,543.0	31,173.9	31,173.9
FTE Positions	200.5	273.3	273.3

Subprogram Summary

FACILITIES MANAGEMENT

Doug Sargent, Director
 Phone: (602) 364-4051
 A.R.S. § 41-2802

Mission:
To provide a safe, clean, and functional physical plant and a sound operational structure for committed juveniles.

Description:
 The Facilities Subprogram provides a safe, clean, and functional physical plant and a sound operational structure by ensuring that support services, inspections, and maintenance activities are conducted in an appropriate and timely manner.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,362.4	3,201.1	3,201.1
Other Appropriated Funds	3,022.8	2,857.6	2,857.6
Other Non Appropriated Funds	387.1	373.6	373.6
Total Funding	5,772.3	6,432.3	6,432.3
FTE Positions	26.0	34.0	34.0

Subprogram Summary

SECURITY

Doug Sargent, Director
Phone: (602) 364-4051
A.R.S. § 41-2802

Mission:

To enhance public protection by maintaining a secure environment for committed juveniles that supports positive behavioral programming.

Description:

The Security Subprogram includes behavior management programming; perimeter security; the safe and secure transportation of juveniles to and from the facility, medical appointments, and other appointments both scheduled and emergency related; radio communications to ensure instant communications with all areas inside the facility; 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 facility.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	5,942.4	12,226.1	12,226.1
Other Appropriated Funds	5,622.8	8,450.9	8,450.9
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	11,565.2	20,677.0	20,677.0
FTE Positions	157.0	217.0	217.0

◆ **Goal 1** To advance the safety of the citizens of Arizona, our employees, and the youth in our care.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Rate of violent incidents	10.6	10.4	11.82	14.03	14.03

Subprogram Summary

HEALTH CARE

Doug Sargent, Director
Phone: (602) 364-4051
A.R.S. § 41-2802

Mission:

To provide age and gender appropriate medically-necessary health services to juveniles in secure facility.

Description:

The Health Services Subprogram provides a delivery system that utilizes on-site professional health care staff in the secure facility and when deemed necessary, makes referrals to off-site hospitals and/or specialty health care providers.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,205.5	4,064.6	4,064.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	3,205.5	4,064.6	4,064.6
FTE Positions	17.5	22.3	22.3

Program Summary

REHABILITATION

Doug Sargent, Director
Phone: (602) 364-4051
A.R.S. § 41-2802

Mission:

To rehabilitate seriously delinquent juveniles by confronting delinquent thinking and behaviors; developing pro-social attitudes and skills; and preparing juveniles 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 juveniles are successfully returned to the community.

This Program Contains the following Subprograms:

- ▶ Education
- ▶ Secure Care Treatment
- ▶ Community Care Treatment

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	8,235.3	11,878.5	11,878.5
Other Appropriated Funds	2,338.1	2,493.7	2,493.7
Other Non Appropriated Funds	625.3	588.8	588.8
Total Funding	11,198.7	14,961.0	14,961.0
FTE Positions	98.0	113.2	113.2

Subprogram Summary

EDUCATION

Doug Sargent, Director
Phone: (602) 364-4051
A.R.S. § 41-2831

Mission:

To support the mission of ADJC 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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	515.5	1,696.9	1,696.9
Other Appropriated Funds	1,815.7	1,955.2	1,955.2
Other Non Appropriated Funds	550.3	511.4	511.4
Total Funding	2,881.5	4,163.5	4,163.5
FTE Positions	22.0	29.0	29.0

◆ **Goal 1** To advance the delivery of effective evidence-based services that are best practices for the youth in our care.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of completed portfolios	N/A	N/A	N/A	80	80

Subprogram Summary

SECURE CARE TREATMENT

Doug Sargent, Director
Phone: (602) 364-4051
A.R.S. § 41-2802

Mission:
To provide specialized treatment, programming, and transition planning based upon the individual needs of the committed juveniles.

Description:
The Secure Care Treatment Subprogram provides rehabilitative programming appropriate to the youth’s age, risk, needs, abilities, and committing offenses(s). This includes a comprehensive screening, assessment, classification review, and orientation regarding the Department’s policies, procedures, rules, programs, and services. Additionally, youth behavior is managed through a process that ensures the safety and security of youth, staff, and other persons at Adobe Mountain School by providing and undisrupted environment in which all youth services can be effectively provided. Through the day correctional staff monitors and manage youth movement within the complex and a wide variety of work sites. In addition, ADJC utilizes Positive Behavior Intervention (PBIS) as a framework for providing behavioral support for youth socially, emotionally, and academically by placing emphasis on prevention and the sustained use of effective practices.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,780.8	6,715.2	6,715.2
Other Appropriated Funds	457.7	538.5	538.5
Other Non Appropriated Funds	74.9	77.4	77.4
Total Funding	5,313.4	7,331.1	7,331.1
FTE Positions	50.0	55.2	55.2

◆ **Goal 1** To advance the delivery of effective evidence-based services that are best practices for the youth in our care

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of Correctional Program Checklist (CPC) recommendations implemented	N/A	N/A	N/A	50	50
Number of new staff certified to administer the AZYAS	N/A	N/A	N/A	20	20
AZYAS fidelity score	N/A	N/A	N/A	85	85
Rate of youth isolation	N/A	N/A	N/A	44.0	44.0
TIC implementation score	N/A	N/A	N/A	68.5	68.5

Subprogram Summary

COMMUNITY CARE TREATMENT

Doug Sargent, Director
 Phone: (602) 364-4051
 A.R.S. § 41-2817

Mission:

To rehabilitate seriously delinquent juveniles by providing effective and efficient structure, intervention/supervision, surveillance, and enforcement that changes delinquent thinking and behaviors of committed juveniles on conditional liberty (parole).

Description:

The Community Corrections Subprogram is responsible for the transition from secure care to the community of youth that works to ensure the youth is ready for release. Each youth is released with an Individual Release Plan that includes home or placement expectations; individual community treatment, education, and work program goals; and conditions of supervision. While in the community, youth receive focused case management and supervision from Parole Officers and are provided access to ongoing treatment, programs and services as needed by various agencies throughout the state with whom ADJC contracts or collaborates. Interventions available through ADJC or through collaborative case plans with other agencies include; residential services, home-based therapy, and outpatient therapy.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,939.0	3,466.4	3,466.4
Other Appropriated Funds	64.7	0.0	0.0
Other Non Appropriated Funds	0.1	0.0	0.0
Total Funding	3,003.8	3,466.4	3,466.4
FTE Positions	26.0	29.0	29.0

◆ **Goal 1** To consistently deliver evidence-based and responsive programs in a trauma informed environment

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of youth successfully completing supervision	45.5	48	41.18	43.25	43.25

Program Summary

ADMINISTRATION

Doug Sargent, Director
 Phone: (602) 364-4051
 A.R.S. § 41-2802

Mission:
To provide ADJC with support and logistic services that facilitate the change of delinquent thinking and behaviors of juvenile offenders committed to the Department's care.

Description:
 Administration provides support and services required to change the lives of juveniles under ADJC care. Areas of Administration include: Continuous Improvement, Legal Systems, Government Affairs and Public Relations, Office of Inspector General, Business and Finance, Human Resources and Management Information Systems.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	8,443.0	7,237.4	7,237.4
Other Appropriated Funds	374.6	1,267.8	1,267.8
Other Non Appropriated Funds	2,316.8	56.4	56.4
Total Funding	11,134.4	8,561.6	8,561.6
FTE Positions	77.3	60.2	60.2

◆ **Goal 1** To drive continuous improvement and accountability

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of policies reviewed on schedule	N/A	N/A	N/A	65.0	65.0
Percentage of core processes with standard work	N/A	N/A	N/A	25	25

◆ **Goal 2** To attract, retain, and develop a professional and engaged workforce to deliver quality services

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of engaged employees	72	77	70	75	75
Number of supervisory staff receiving leadership training	N/A	N/A	N/A	100	100
Percentage of YCO turnover	45.3	30	65.1	42	42

Agency Summary

LAND DEPARTMENT

Lisa A. Atkins, Commissioner
Phone: (602) 542-4621
A.R.S. § 37-102

Mission:

To responsibly manage the assets of a multi-generational perpetual trust in alignment with the interests of the beneficiaries and Arizona's future.

Description:

The Arizona State Land Department (ASLD) manages more than 9 million acres of State Trust land and resources on behalf of 13 Beneficiaries. To ensure the Trust is a viable and productive asset for Beneficiaries today and for generations to come, ASLD exercises sound stewardship principles. As a fiduciary, ASLD generates revenue for the Beneficiaries through the sale and leasing of State Trust land.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ TRUST MANAGEMENT AND REVENUE GENERATION	21,291.3	28,403.9	29,231.1
➤ OUTSIDE ASSISTANCE AND GRANTS	638.5	747.7	747.7
Agency Total:	21,929.8	29,151.6	29,978.8
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	14,040.7	14,659.3	15,486.5
Other Appropriated Funds	6,063.2	13,289.4	13,289.4
Other Non Appropriated Funds	1,825.9	1,202.9	1,202.9
Total Funding	21,929.8	29,151.6	29,978.8
FTE Positions	129.7	131.7	131.7

Vision: A professionally managed department, proactively engaged in its mission in pursuit of a better Arizona.

Mission: To responsibly manage the assets of a multi-generational perpetual trust in alignment with the interests of the beneficiaries and Arizona’s future.

Agency Description: The State Land Department manages more than 9 million acres of State Trust land (STL) and resources on behalf of 13 Beneficiaries. To ensure the Trust is a viable and productive asset for Beneficiaries today and for generations to come, the department exercises sound stewardship principles. As a fiduciary, the department generates revenue for the Beneficiaries from sales, rents and royalties from STL.

Executive Summary: The strategy of the State Land Department is to transition from a reactive organization passively navigating its obligations, to a proactive organization that directs its efforts into key priorities designed to produce optimal outcomes for the Beneficiaries and the State.

Strategic priorities are focused on the following :

- **Cultivating a Culture of Continuous Improvement and Learning through the Arizona Management System (AMS) and Employee Development**
- **Improving the Marketability of the Trust Portfolio Through Proactive Planning**
- **Establishing a cross-agency operating system to effectively manage the non-urban land portfolio**
- **Appropriately quantifying and valuing all the Water Rights and Assets on State Trust Land**
- **Ensuring that the uses of State Trust Lands optimize revenues for the Beneficiaries**

Summary of 5 Year Strategic Goals

#	Multi-Year Goal	Start Fiscal Year	Progress & Major Successes
1	Continuous Improvement Through AMS & Employee Development	2017 <i>Updated 2022</i>	<ul style="list-style-type: none"> • Achieved 100% of services available on-line • Increased Employee Engagement <u>every year</u> • Reduced bottlenecks and rework in the billing and application processes • Implemented interactive web portals to administer customer interactions
2	Improve Marketability of the Trust Portfolio	2017 <i>Updated 2022</i>	<ul style="list-style-type: none"> • Achieved land sales valued at \$788 & \$652 million in FYs 2021 & 2022, respectively • Implemented Zoning Banks in several cities to accelerate land entitlement • Concluded all bankruptcy claim and lawsuits related to the Desert Ridge property
3	Implement Non-Urban Land Management System	2022	<ul style="list-style-type: none"> • Established agreements with other State Agencies to better manage non-urban lands • Developed framework to catalog, review, and assess compatibility of competing recreational interests on non-urban lands
4	Implement Water Assets Management System	2022	<ul style="list-style-type: none"> • This initiative was started in FY 2019 when we established a Water Rights auction process. Continued drought conditions require expansion as a stand-alone goal
5	Continued Evaluation of the Appropriate Uses of STL	2022	<ul style="list-style-type: none"> • Initiated studies to evaluate locations for Solar and other alternative energies on STL • Initiated studies to evaluate mineral and other subsurface asset values on STL

#	FY23 Annual Objectives	Metrics	Annual Initiatives
1	Increase the efficiency of the department's internal operations	<ul style="list-style-type: none"> • % of project milestones met • Scanning Backlog reduction • No. of contracts issued • No. of Acres of land treated • No. of Patrols performed 	<ul style="list-style-type: none"> • Complete OASIS Migration project • Centralize the document scanning process • Renew the On-call Professional Service contracts • Integrate the established agreements with other Natural Resource Agencies into the operating system
2	Maximize Trust revenues	<ul style="list-style-type: none"> • \$ Recovered in DDF • No. of PCI auctions • No. of Zoning Banks established • % of milestones met 	<ul style="list-style-type: none"> • Fully utilize the Due Diligence Fund (DDF) • Drive Per Commissioner's Initiative (PCI) sales • Expand the Zoning Bank model to more cities • Document the current land development prioritization and project initiation process
3	Improve the management and administration of Non-Urban Lands	<ul style="list-style-type: none"> • No. of RPAs identified • No. of attributes mapped 	<ul style="list-style-type: none"> • Engage consultant to identify Recreation Priority Areas (RPA) and develop a Management Plan • Engage consultant to create an inventory of route networks, sensitive areas and subsurface estate
4	Improve the management and administration of the Water Assets on State Trust Lands (STL) <i>(Breakthrough objective)</i>	<ul style="list-style-type: none"> • % of project milestones met • No. of wells inspected • No. of usage reports received • No. of water assets inventoried 	<ul style="list-style-type: none"> • Complete Water Rights Digitization project • Establish Standard Work (STW) to inspect wells and to monitor lessee water usage reports • Engage consultant to assess availability and value of ground water and Long-Term Storage Credits, including Butler Valley transportation basin
5	Evaluate land use classifications in areas with conflicting demands	<ul style="list-style-type: none"> • No. of acres/parcels reviewed • No. of conflicts identified 	<ul style="list-style-type: none"> • Engage consultants to identify locations to support solar and other alternative energy facilities on STL • Compile list of all statutes and rules affecting STL that are conflicting or ambiguous

5 Year Plan

Issue 1 Improvement of Trust Portfolio Marketability

Description Optimize the strong commercial real estate market in Arizona and develop plans to use the Department's water and minerals assets to maximize the value of State Trust Land.

Solutions:

Partner with the Arizona Commerce Authority to bring State Trust Land parcels to market and enhance the value of the State Trust Land by proactive planning and zoning in Paradise Ridge.

Issue 2 Maximization of Non-General Fund Sources

Description Develop plan to maximize utilization of non-General Fund sources by seeking relevant grant opportunities and improve usage of other available funds when appropriate.

Solutions:

Seek external grant opportunities and improve utilization of the Due Diligence Fund

Issue 3 Make 100% of Services Available Online

Description Establish self-service capabilities through customer application and public inquiry portals through a cloud-based portal to increase efficiencies, reduce time, and reduce errors.

Solutions:

Improve efficiencies and sustainability of billing processes, and land title and lease records to Salesforce.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	131.7	131.7	131.7
General Fund	15,400.0	15,400.0	154,000.0
Other Appropriated Funds	13,300.0	13,300.0	13,300.0
Non-Appropriated Funds	1,200.0	12,000.0	1,200.0
Federal Funds	0.0	0.0	0.0

Program Summary

TRUST MANAGEMENT AND REVENUE GENERATION

Sean Burke, Administration Division Director
 Phone: (602) 542-3238
 A.R.S. §§ 37-201 to 37-611

Mission:

To manage State Trust lands and resources to enhance value and optimize economic return for the Trust beneficiaries.

Description:

The State Land Department and the system by which Trust lands are to be managed was established in 1915 by the State Land Code, in compliance with the Enabling Act and the State Constitution. Revenues earned from Trust lands are classified as either permanent or expendable. Revenues derived from the sale of Trust lands and the sale of natural products are deposited in the Permanent Fund. Revenues earned from leasing Trust lands are deposited in the expendable account for use by the appropriate beneficiary.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	13,651.3	14,269.9	15,097.1
Other Appropriated Funds	5,885.7	13,028.8	13,028.8
Other Non Appropriated Funds	1,754.3	1,105.2	1,105.2
Total Funding	21,291.3	28,403.9	29,231.1
FTE Positions	129.7	131.7	131.7

◆ **Goal 1** To Cultivate a Culture of Continuous Improvement through AMS and Employee Development

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of on-call professional service contracts issued	697	700	75	75	75
Number of files in centralized scanning backlog	0	0	1000	500	0
Transition legacy OASIS system to Salesforce	0	0	na	na	na

◆ **Goal 2** To improve marketability of the Trust Portfolio through proactive planning

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Zoning Banks established	75	100	2	1	1
Dollars recovered in the Due Diligence Fund (DDF)	0	0	479,000	600,000	1,000,000

◆ **Goal 3** To Implement a Non-Urban Land Management System

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of MOU's and ISA's with other Natural Resource agencies established	1	2	163	240	240
Number of acres of Trust Land treated	0	0	0	1,000	1,000
Number of trespass patrols performed	0	0	181	200	200

◆ **Goal 4** To implement a Water Assets Management System

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Per Commissioner's Initiative (PCI) sales executed	6	6	5	5	5
Number of wells inspected	0	0	163	240	240
Number of water usage reports collected	0	0	na	100	200
Number of Butler Valley project milestones completed	0	0	na	5	5

Program Summary	
OUTSIDE ASSISTANCE AND GRANTS	
Sean Burke, Administration Division Director Phone: (602) 542-3238 A.R.S. 37	

Mission:
To provide administrative direction, coordination, assistance and services to program areas legislatively assigned to State Land Department

Description:
The Department and 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

Funding:	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
General Fund	389.4	389.4	389.4
Other Appropriated Funds	177.5	260.6	260.6
Other Non Appropriated Funds	71.6	97.7	97.7
Total Funding	638.5	747.7	747.7
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To develop, maintain and distribute digital geospatial datasets to public agencies and To develop a functional NRCD Program that benefits from a relationship with federal, state and local governments to accomplish conservation projects throughout the state of AZ.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Datasets accessible through AGIC, ALRIS or SCO	0	3	2,100	2,100	2,100

◆ **Goal 2** To develop a functional NRCD Program that benefits from a relationship with federal, state and local governments to accomplish conservation projects throughout the state of AZ

Subprogram Summary

ARIZONA CENTER FOR GEOGRAPHIC INFORMATION, COORDINATION AND SERVICES

Sean Burke, Administration Division Director
 Phone: (602) 542-3238
 A.R.S. §§ 37-171 to 37-176

Mission:

To provide assistance to public agencies in AZ to effectively use Geographic Information System (GIS) technology in the performance of their mandated duties and to foster the cooperative development, maintenance and use of GIS among public agencies 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 AZ Geographic Information Council and the Government Information Technology Agency. The AZ Land Resources Information System (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.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	389.4	389.4	389.4
Other Appropriated Funds	177.5	260.6	260.6
Other Non Appropriated Funds	71.6	97.7	97.7
Total Funding	638.5	747.7	747.7
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To design, develop, maintain and distribute digital geospatial datasets to public agencies

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Datasets accessible through AGIC, ALRIS or SCO websites	1969	2000	2,100	2,100	2,100

Agency Summary

LEGISLATIVE - LEGISLATIVE COUNCIL

Michael Braun, Executive Director
 Phone: (602) 926-4236
 A.R.S. §§ 41-1301 to 41-1307

Mission:

To provide quality legal, research, computer, and administrative services to the Arizona Legislature.

Description:

The Legislative Council staff performs the following core functions: draft Legislative bills, memorials, resolutions, and amendments; review and, as needed, revise each Legislative enactment for technical corrections prior to publication of the Arizona Revised Statutes; enroll and engross bills and process Legislative journals; conduct legal research; and operate the Legislative computer system.

Program Summary

LEGISLATIVE COUNCIL

Michael Braun, Executive Director
 Phone: (602) 926-4236
 A.R.S. §§ 41-1301 to 41-1307

Mission:

To provide quality legal, research, computer and administrative services to the Arizona Legislature.

Description:

The Legislative Council staff performs the following core functions: drafting of legislative bills, memorials, resolutions, and amendments; review and possible revision of each legislative enactment for technical corrections prior to publication of the Arizona Revised Statutes; enrolling and engrossing of bills and processing of legislative journals; conducting legal and public policy research; and operation of the legislative computer system.

◆ **Goal 1** To provide timely and accurate processing of all work products.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of positive survey ratings regarding accuracy of bill drafting	99	100	99	100	100
Percent of positive survey ratings regarding timeliness of bill drafting	96	97	99	100	100
Percent of positive survey ratings regarding accuracy of legal research	97	98	99	100	100
Percent of positive survey ratings regarding timeliness of legal research	97	98	99	100	100

◆ **Goal 2** To increase awareness of Legislative Council's functions among legislators, legislative staff, state agencies and lobbyists.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of survey respondents indicating awareness of Legislative Council's bill drafting function	100	100	99	100	100
Percent of survey respondents indicating awareness of Legislative Council's legal research function	96	97	97	98	99

◆ **Goal 3** To increase the comfort level of all legislative computer users through training and support.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of positive survey ratings regarding accuracy of computer help desk	98	99	97	98	99
Percent of positive survey ratings regarding timeliness of computer help desk	98	99	96	97	98

Program Summary					
OMBUDSMAN CITIZENS AIDE OFFICE					
Joanne MacDonnell, Ombudsman-Citizens' Aide					
Phone: (602) 277-7292					
A.R.S. § 41-1371 et. seq.					

Mission:

To improve the effectiveness, efficiency and responsiveness of government by receiving public complaints, investigating the administrative acts of state agencies, recommending fair and appropriate remedies and investigating matters relating to public access to government records and meetings throughout Arizona.

Description:

The Office of the Ombudsman-Citizens' Aide is a nine person independent agency in the legislative branch of Arizona State Government. The Office receives citizen complaints about the administrative acts of state agencies. The Office investigates citizen complaints and, when they are justified, works with the complainant and agency to help them resolve the problem in a mutually agreeable manner. Although the Office cannot change an agency's decision nor direct it to take action, it can make findings and offer recommendations to the agency. The Office also helps citizens by coaching them on how they can best resolve their problem on their own and providing other forms of assistance when the problem can be resolved without going through the time and expense of an investigation. In addition, the office investigates complaints about public access to records and meetings at all levels of government throughout Arizona. The Office provides reports of its activities to the legislature, governor and public.

◆ **Goal 1** To help more citizens redress their legitimate grievances with state agencies.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of individuals assisted	9,750	9,300	6,601	0	0

◆ **Goal 2** To respond to citizen complainants in a timely manner.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of initial responses to citizen inquiries made within two business days	95	95	93	0	0
Percent of notices of investigation sent within 30 days	97	97	99	0	0
Percent of investigations completed within 3 months	96	96	99	0	0
Percent of citizens responding "strongly agree" or "agree" to timeliness question on customer satisfaction survey	88	90	90	0	0

◆ **Goal 3** To prevent recurrence of similar complaints by identifying and correcting patterns of undesirable administrative practices.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of recommendations accepted by agencies	99	98	95	0	0

Explanation: 94

◆ **Goal 4** To provide courteous and impartial service to citizens.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of citizens responding "agree" or "strongly agree" to courtesy question on survey	90	95	93	0	0
Percent of citizens responding "strongly agree" or "agree" to impartially question on the customer satisfaction survey	83	93	88	0	0

Agency Summary

DEPARTMENT OF LIQUOR LICENSES AND CONTROL

Tracy Uffelmann, Director
 Phone: (602) 542-9020
 A.R.S. §§ 4-111 et seq.

Mission:

To protect public safety and support economic growth through the responsible sale and consumption of liquor, and to efficiently license qualified applicants.

Description:

The Department of Liquor Licenses and Control licenses and regulates the production, distribution, and sale of alcoholic beverages throughout the State of Arizona. In instances involving allegations against licensees, the Department investigates complaints, develops police reports, and enforces civil and criminal laws. State liquor laws are in Arizona Revised Statutes, Title 4 with supporting rules in Arizona Administrative Code, Title 19. The Department's top investigative tenets are impaired/wrong way driver incidents, underage drinking, over service, and acts of violence.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ ADMINISTRATION	1,347.8	1,557.8	1,607.0
➤ INVESTIGATIONS	2,868.9	5,032.5	7,254.6
➤ LICENSING	1,223.9	1,756.2	2,285.8
Agency Total:	5,440.6	8,346.5	11,147.4
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	4,259.3	7,112.5	9,913.4
Other Non Appropriated Funds	1,181.3	1,234.0	1,234.0
Total Funding	5,440.6	8,346.5	11,147.4
FTE Positions	59.2	59.2	76.2

Vision: We are the leader in state liquor licensing and enforcement, focused entirely on delivering exceptional services that meet customers needs and enrich the communities we serve. Our philosophy is pro business and open commerce.

Mission: To protect public safety and support economic growth through the responsible sale and consumption of liquor, and to efficiently license qualified applicants.

Agency Description: The Department licenses and regulates the production, distribution and sale of alcoholic beverages throughout the state of Arizona.

In instances involving allegations against licensees, the Department investigates complaints, develops police reports, and enforces civil and criminal laws. State liquor laws are in Arizona Revised Statutes, Title 4 with supporting rules in Arizona Administrative Code, Title 19.

The Department's top investigative tenets are: impaired/wrong way driver incidents, underage drinking, over service, and acts of violence.

Executive Summary: The Department endeavors to realize the Governor's vision to deliver *government at the speed of business*, applying creative efforts in key areas tied to its mission.

Technology improvements and leveraging technology present the greatest accelerators to success. We provide customers a new business experience wherein the Department is virtually open for business 24/7, and customers are able to complete many essential business tasks online like never before. This impacts the speed of business, department performance and economic opportunities. More is planned on the horizon in the coming years.

A commitment to continuous improvement through the Arizona Management System (AMS) has proven instrumental for leveraging and developing talent, eliminating waste in processes, and optimizing resources. Three rule packages and new policies and procedures will be created that document workflow and security as recommended by the Auditor General's audit.

Leadership has aggressively conducted outreach programs and collaborated with members of the liquor industry, community and other stakeholders in an effort to continuously improve the Department and to build strong, long lasting business relationships. The re-introduction of reverted and revoked liquor licenses back into the marketplace will increase economic growth for businesses and the state of Arizona.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Improving IT technology tools	2021	Modified the new e-license tool to meet Alcohol To Go requirements in 2021-2022. The Department moved the website to a new web host on a Government server which provides better security in 2022. New automations are in place that provide hourly data updates to the website and intranet for the end users in 2022. More enhancements are anticipated as we explore new technology in ColdFusion.
2	Improve workplace environment	2022	In FY2022, aggressive recruitment and retention tactics filled many vacant positions thus increasing work production and decreasing the workload for many employees in the licensing and investigations sections. New office space in Tucson and Flagstaff, renovating the Phoenix office, pay adjustments given to some employees, year end bonuses and recent raises, are all improving employee morale.
3	Simplify Title IV, administrative rules and create Department policies	2022	Changes to ARS 4-243 are included in this year's updated liquor laws to clarify what wholesalers can furnish without cost to on-sale retailers. Work has begun on writing the new Alcohol-to-go rules.
	Promote and act to create safe communities	2022	A new public information officer is scheduled to start with the Department on August 1, 2022. Training on the wrong way driver program to local police departments is planned to begin in 2022. 560

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
2	Reduce employee vacancies	<ul style="list-style-type: none"> % of vacancies 	<ul style="list-style-type: none"> Post listings for job openings on the state's jobs website Encourage employee outreach to recruit diverse and talented veterans Fill identified and budgeted vacant positions throughout the Department Fill new positions that were approved in FY2023 budget
3	Complete three (3) rule packages and implement	<ul style="list-style-type: none"> % of each rule package completed monthly 	<ul style="list-style-type: none"> Complete Expedited Rule Package to coincide outdated rules with current laws Complete Substantive Rule Package to add/delete rules Complete Exempt Rule Package for Alcohol to Go as required by law
3	Reduce the compliance case adjudication time frame (Breakthrough)	<ul style="list-style-type: none"> Average # of days to adjudicate a compliance case 	<ul style="list-style-type: none"> Map current Compliance processes with key deliverables Utilize assessment tools to challenge assumptions, question current process steps Explore avenues showing opportunities for improvement Involve stakeholders for input Test and retain process steps resulting in metric improvements Update Compliance process flow map and document standard work
4	<ol style="list-style-type: none"> Increase officer proficiency in wrong way driver investigations Increase community awareness about wrong way drivers 	<ul style="list-style-type: none"> Number of officers trained Number of communications to the public 	<ul style="list-style-type: none"> Review and update the current training program, then implement to police agencies Hire a public information officer to develop a communications plan through media sources

5 Year Plan

Issue 1 High number of wrong way driver incidents

Description Increase officer proficiency in wrong way driver investigations and increase community awareness about wrong way drivers

Solutions:

Strategic Plan #4 - Promote and act to create safe communities

Issue 2 High adjudication timeframes

Description Reduce the compliance case adjudication timeframe.

Solutions:

Strategic Plan #2 & #3 - Accelerate agency performance and promote and act to create safe communities.

Issue 3 High employee vacancy rate

Description Improve customer service and operational abilities.

Solutions:

Strategic Plan #2 - Accelerate agency performance.

Issue 4 Title IV is too confusing for many people

Description Complete and implement Liquor to Go rules, rule rewrite package 1 and rule rewrite package 2

Solutions:

Strategic Plan #3 - Simplify Title IV, administrative rules and create Department policies

Issue 5 High customer error rates on application forms

Description Reduced customer error rate on application forms at the initial point of submission.

Solutions:

Strategic Plan: Strategy #2 - accelerate agency performance.

Issue 6 Information technology improvements

Description Implement information technology improvements

Solutions:

Strategic Plan: Strategy #1 - 21st century business - enrich technology tools and opportunities.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	75.2	75.2	75.2
General Fund	0.0	0.0	0.0
Other Appropriated Funds	5,824.9	5,824.9	6,454.4
Non-Appropriated Funds	1,609.0	1,706.4	1,829.7
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To enrich technology tools and opportunities - 21st century business.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of on line services	100	N/A	N/A	N/A	N/A

Explanation: Completed in FY20

Program Summary

ADMINISTRATION

Robert Anderson, Assistant Director
 Phone: (602) 364-0646
 A.R.S. § 4-111 et seq.

Mission:

To protect public safety and support economic growth through the responsible sale and consumption of liquor, and to efficiently license qualified applicants.

Description:

Daily departmental operations include communications, budget preparation, human resources, payroll, insurance, accounting for and distribution of revenues, accounts payable, accounts receivable, accounting for all authorized funds, purchasing, the operation of the Department's automated and electronic data banks, records retention, and information flow. The Compliance Unit receives actionable reports of liquor law violations and resolves those cases through communication with licensees and issues formal compliance actions when appropriate. The program also provides personnel to staff the state liquor board, a separate quasi-judicial body appointed by the Governor. The division maintains relationships with governmental agencies as well as businesses dealing with spirituous liquor.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,347.8	1,557.8	1,607.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,347.8	1,557.8	1,607.0
FTE Positions	14.2	14.2	14.2

◆ **Goal 1** To enrich technology tools and opportunities - 21st century business.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Phase 1 - % of project plan milestones timely completed to meet legislative implementation date of October 1, 2021. Completed in FY 2022. Explanation: New for FY22	0	100	100	N/A	N/A
Phase 2 - % of project plan milestones timely completed to meet full implementation of program requirements. Completed in FY 2022. Explanation: New for FY22	0	100	100	N/A	N/A
% of annual milestones completed. Explanation: New for FY22	0	100	20	100	100

◆ **Goal 2** To simplify Title IV, administrative rules and create Department policies

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
% completed	0	0	N/A	100	N/A

Program Summary

INVESTIGATIONS

Wes Kuhl, Chief of Investigations
 Phone: (602) 542-9072
 A.R.S. § 4-111 et seq.

Mission:

To protect public safety and support economic growth through the responsible sale and consumption of liquor, and to efficiently license qualified applicants.

Description:

The Investigations Division conducts criminal and administrative liquor law related investigations in order to promote public safety and ensure that licensees are complying with A.R.S. Title 4 and departmental rules; provides training and support to local law enforcement agencies enhancing their ability to enforce liquor laws; conducts criminal background checks through fingerprint records of individuals associated with liquor licenses as required by law; liaisons with state and federal law enforcement agencies, as well as city, town, and tribal police departments, and sheriff’s offices; conducts covert operations and collaborates with other law enforcement agencies to investigate Title 4 violations; conducts routine liquor inspections of licensed establishments; and maintains an investigative database accessible to police agencies. The Audit Unit conducts compliance audits of restaurant and hotel license-types as required by law.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,741.7	3,869.4	6,091.5
Other Non Appropriated Funds	1,127.2	1,163.1	1,163.1
Total Funding	2,868.9	5,032.5	7,254.6
FTE Positions	27.0	27.0	38.0

◆ **Goal 1** To accelerate agency performance

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of days to complete a site inspection	37	49	25.3	30	30

◆ **Goal 2** To promote and act to create safe communities

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of alcohol sales to underage	20	20	22.5	20	20
Number of youth outreach and education training deliveries	678	335	375	335	335
Days to resolve a public complaint	25.9	35	31.4	35	35

Program Summary

LICENSING

Robert Anderson, Assistant Director
 Phone: (602) 364-0646
 A.R.S. § 4-111 et seq.

Mission:

To protect public safety and support economic growth through the responsible sale and consumption of liquor, and to efficiently license qualified applicants.

Description:

The Licensing Section, made up of customer service representatives and Records Unit staff, is responsible for issuing liquor licenses to qualified applicants. Customer service representatives assist licensees with the documents required by A.R.S. Title 4 to operate an Arizona liquor licensed business or temporary event. Records Unit staff create forms and instructions, process payments, provide for the secure transfer of documents between local governments and the department, and ensure liquor license records are safe, legible, and readily accessible.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,169.8	1,685.3	2,214.9
Other Non Appropriated Funds	54.1	70.9	70.9
Total Funding	1,223.9	1,756.2	2,285.8
FTE Positions	18.0	18.0	24.0

◆ **Goal 1** To accelerate agency performance.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
% of customers accurately completing forms.	58	82	74.3	85	90

◆ **Goal 2** To accelerate agency performance

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Licensing staff time with walk-in customers.	10	20	18.8	20	20

Agency Summary

LOTTERY

Gregory R. Edgar, Executive Director
Phone: (480) 921-4505
A.R.S. §§ 5-551 et seq.

Mission:

To support Arizona programs for the public benefit by maximizing net revenue in a responsible manner.

Description:

The Arizona Lottery was established to maximize net revenue dedicated to a variety of beneficiaries assigned through a statutory distribution formula. An advisory commission and an executive director, both appointed by the Governor, oversee operations. The Lottery sells products through a licensed retailer network to provide players with innovative, entertaining, and rewarding games of chance.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	155,438.6	170,261.9	170,261.9
Other Non Appropriated Funds	1,863,921.1	1,983,052.5	1,983,052.5
Total Funding	2,019,359.7	2,153,314.4	2,153,314.4
FTE Positions	98.8	98.8	98.8

5 Year Plan

Issue 1 Invest in workforce success

Description Conducted director's employee skip level meetings which helped in the development of the agency's annual employee engagement plan. More than 40% of the workforce benefit from the agency's telework policy. Took action to help identify best practices for ensuring effective meetings which resulted in a 20% elimination of redundant status meetings. Employees submitted 141 Kaizen Teians which recognize and reward employees for implementing process improvement. Employee Engagement score of 79%.

Solutions:

Implement a formalized director employee communication/ engagement plan

Develop a new employee Lottery management system onboarding program (Bootcamp)

Develop and implement a new leader development program (Breakthrough Project)

Plan and execute the 2026 Lottery contracts RFP project

Integrated project management task tracker for vendors

Work with vendors to identify mutually agreed upon metrics for vendor to present at monthly business review

Conduct process problem solving with appropriate vendor partners

Issue 2 Expand retail network and improve retailer experience

Description Only US Lottery jurisdiction operating inside Costco stores; Fully operational Kingman Walmart Lottery redemption center; upgraded CRM software; continued expansion jackpot signs at retail, visual cue to increase out-of-stock awareness in vending machines. Initiate Strategic partnership with State Fair to operate Lottery ticket van. Continued vending machine expansion with approximately 45% of gross sales generated. Implemented SciQ inlane sales pilot at Fry's. Developed and distributed a new FAQ on accounting procedures to educate retailers. Implemented service model (RSS) for retail with CVS and expanded model with pilot at Walmart Supercenters. Implemented QuickCard product at Dollar General, Fry's, Safeway/Albertsons, Circle K.

Solutions:

Work with Scientific Games task force to reduce failed vending machine burster errors

Problem solve with Scientific Games to reduce Route Service Specialist (RSS) high volume service calls

Develop communication plan to help Retailers understand Lottery billing processes

Conduct an in-depth retailer satisfaction survey to understand and solve priority Retailer pain points

Develop and deploy vending machine distribution.

Expand presentations to corporate accounts not currently selling lottery products.

Update new retailer welcome kits and material

Issue 3 Strengthen player base through innovative and entertaining products

Description Implemented Fast Play, Triple Twist and Quick Draw; Added third day for Powerball and The Pick. Expansion of \$20 and \$30 price point; introduced \$50 ticket in scratch; wider game availability on Scratchers™ games; Development of Players Club enhancements and launch of Ultimate Playlist.

Solutions:

Implement Final Phase of Keno in FY23

Lead efforts with Multi State Lotteries to introduce new product expansion

Expansion of digital platform with new product development

Voice of the Player research conducted prior to game development

Issue 4 Increase Lottery Impact in the State of Arizona

Description During the Ducey Administration increased Beneficiary transfer by 64% and expanded Gives Back Sponsorship efforts to strengthen beneficiary's community impact.

Solutions:

Leading efforts with Multi State Lotteries to introduce new product expansion

Expansion of digital platform with new product development

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	98.8	98.8	98.8
General Fund	0.0	0.0	0.0
Other Appropriated Funds	170,261.9	170,261.9	170,261.9
Non-Appropriated Funds	977,000.0	977,000.0	977,000.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To improve employee engagement.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of employees who have submitted a Kaizen Teian	0	0	NA	100	NA
Number of professional development opportunities completed	1259	900	1392	900	NA
Average monthly agency on-site work hours (percent)	NA	45	41	45	NA
Percentage of new employee onboarding bootcamp program developed per project plan	0	0	NA	100	NA
Number of Kaizen Teians implemented with sustainable improvement	NA	96	123	NA	NA
Number of employee recognitions awarded	646	528	548	NA	NA

◆ **Goal 2** To improve Lottery/Vendor relationships.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of vendor incident reports submitted	0	0	NA	36	NA
Percentage of 2026 Request for Proposal (RFP) action items completed on time per project plan	0	0	NA	100	NA
Percentage of vendor key performance indicators (KPIs) trending in green	0	0	NA	100	NA

◆ **Goal 3** To improve the retailer experience.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of retailer compliance inspections	1,245	2160	1832	1800	NA
Number of Route Sales Specialist (RSS) service calls placed to Scientific Games hotline	NA	428	750	528	NA
Average minutes between retailer call and resolution for issues called into Scientific Games hotline	NA	282,272	230,139	623,280	NA
Percentage of failed vending machine events (12-month average)	0	0	NA	.19	NA
Percentage of corporate retailers activating new games within 5 days of launch (12-month average)	0	0	NA	70.5	NA
Average days from date Scientific Games problem reported until resolved	NA	185	378	NA	NA

◆ **Goal 4** To expand the retailer network.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of net new retailers	201	105	138	100	NA
Number of product vending machines deployed	384	202	189	99	NA

◆ **Goal 5** To strengthen and retain the player base.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Dollar amount of Quick Draw sales (in millions)	0	0	1.7	4.4	NA
Explanation: FY22 reflects partial year of sales. Game launched in November 2021					
Average monthly Players Clubs engagement rates (percent)	NA	30	20	20	NA
Sales of \$50 instant game (in millions)	NA	55.7	89.0	NA	NA

◆ **Goal 6** To increase Lottery impact in the State of Arizona

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Beneficiary transfer dollars (in millions)	0	0	233.3	270.0	NA
Explanation: FY22 actual does not include a final profit transfer to be processed upon completion of annual financial audit					
Dollar amount of instant ticket sales (in millions)	1,109.8	996.7	1,043.2	1,104.4	NA
Dollar amount of draw game sales (in millions)	317.5	253.6	311.2	281.5	NA
Dollar amount of instant tab sales (in millions)	10.9	11.8	14.1	14.6	NA
Number of speaking engagements	0	0	36	34	NA
Beneficiary earned media value	0	0	5,889,100	NA	NA

Agency Summary

BOARD OF MASSAGE THERAPY

Tom Aughterton, Executive Director
Phone: (602) 542-8217
A.R.S. § 32-4201

Mission:

To protect the health, safety, and welfare of the citizens of Arizona by regulating and maintaining standards of practice in the practice of massage therapy.

Description:

The Board of Massage Therapy licenses and regulates Massage Therapists who are entrusted to increase wellness, relaxation, stress reduction, pain relief, postural improvement, or provide general or specific therapeutic benefits. The Board evaluates the professional competency of Massage Therapists seeking to be licensed in Arizona. Further, the Board promotes continued competence and fitness by investigating complaints against Massage Therapists, holding hearings, monitoring the activities of its licensees, and enforcing the standards of practice for the massage therapy profession as set forth by law.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	468.8	603.8	843.6
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	468.8	603.8	843.6
FTE Positions	5.0	5.0	8.0

5 Year Plan

Issue 1 Seek opportunities to update/amend the Board's statutes and rules through either legislation or rule-making.

Description The current statutes and rules are dated and there are several areas where improvement is needed.

Solutions:

Executive Director to form an informal committee and facilitate meetings with current stake holders seeking input.

Issue 2 Seek a new licensing database that is functional, secure and efficient.

Description The Board currently uses a database that is outdated and offers very little efficiency to the Board and very little to the public. The Board's existing database has consistent data fields that collect current information, but does not easily allow board staff the ability to create reports or query data collected, nor does it allow for manipulation of the fields based on changes. An example of a change would be through legislation passed.

A new database will allow for more user efficiencies, plus it will offer better public integration, such as online renewals and online payment.

Solutions:

To work alongside ProcureAZ and to identify a vendor who will meet the goals of the Board. Collaborate with ADOA ASET with their knowledge and expertise in the information and technology environment, and eventually award the contract to the most deserving vendor. The vendor would then migrate all data into the new database and the database would interface with the Board's website to offer user friendly online tools, applications, submittals and requests.

Issue 3 The Board currently has no capacity for field investigations.

Description Currently all investigations are done in the office via telephone. The Board continues to receive an increasing number of consumer and licensee complaints regarding bad practices and consumer victimization statewide. Prostitution and human trafficking continue to be a problem in Arizona.

Solutions:

Restoration of two FTEs and appropriation authority for two Field Investigators. With additional FTE resources, the Board would be able to work collaboratively with State, County, and Local law enforcement on removing convicted offenders from the industry.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	8.0	8.0	8.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	843,600.0	843,600.0	843,600.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To efficiently process license applications.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Massage therapy applications received for initial licensure and biennial renewal.	5600	6600	6650	6600	6600
Average number of days to process an initial license application.	60	40	40	40	40
Average number of days to process a renewal application.	14	10	14	10	10

◆ **Goal 2** To investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Complaints received against massage therapists	210	235	246	325	325
Complaints resolved in the fiscal year.	195	220	196	225	225
Average number of days to resolve a massage therapy complaint	78	80	80	80	80

Agency Summary

MEDICAL BOARD

Patricia E. McSorley, Executive Director

Phone: (480) 551-2791

A.R.S. §§ 32-1401 et seq. and A.R.S. §§ 32-2501 et seq.

Mission:

To protect public safety through the judicious licensing, regulation, and education of physicians and physician assistants.

Description:

The Agency staff supports the Arizona Medical Board, which licenses and regulates allopathic physicians ('MDs'), and the Arizona Regulatory Board of Physician Assistants ('PAs'), which licenses and regulates physician assistants. The Agency processes applications for licenses, handles public complaints against licensees, and disseminates information pertaining to licensees and the regulatory process. The Agency determines and administers disciplinary action of the respective Arizona practice acts. Together, the Agency regulates over 30,500 licensees.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	7,276.6	8,291.7	8,334.7
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	7,276.6	8,291.7	8,334.7
FTE Positions	61.5	61.5	61.5

5 Year Plan

Issue 1 Essential Agency functions focused on public protection through licensing, investigation, examination of regulatory issues, ongoing education of Staff and Agency members, active dissemination of public information and outreach and collaborating with other health regulatory agencies.

Description The Arizona Medical Board and the Arizona Regulatory Board of Physician Assistants (Boards) continually strive to proactively explore areas influencing healthcare delivery and public safety. The Boards focus on essential agency functions and concentrate on those matters that directly affect the health and well-being of the people of Arizona.

The Agency is often a source for communicating statutory changes and other information related to the practice of medicine by utilizing various available communication avenues: email blasts on critical issues, Twitter, and the Agency's websites.

The Agency actively engages with other health regulatory agencies to address concerns related to public health and safety. In FY 23, the Agency will continue to work collaboratively with the AZ Pharmacy Board's Controlled Substances Prescription Monitoring Program (CSPMP) to increase the number of physicians accessing the database prior to prescribing controlled substances. This collaboration was successful in FY 22 and saw a decrease by 52% of those physicians reported for non-compliance.

The Agency will continue to seek out training opportunities for Staff involved in the licensing and regulation of physicians and physician assistants. FY22 saw a dramatic increase in attrition of Staff, and the Agency experienced a 16.6% turnover rate. With the hiring of new staff, proper training is critical so the Agency can continue to provide high caliber work for the benefit and safety of Arizona patients.

Agency Staff remains focused on increasing public awareness activities and exceeded its FY2022 goal. Staff addressed multiple groups and provided presentations to a wide range of audiences, including University of Arizona medical students, Arizona Society of Healthcare Attorneys, A.T. Still University graduating physician assistants, and the Federation of State Medical Boards.

Solutions:

Devote activities to public safety, healthcare and regulatory issues.

Increasing time spent addressing public safety, healthcare or regulatory issues through subcommittee discussion and adoption of relevant substantive policy statements and rules.

Increasing the availability of educational and regulatory information to licensees, stakeholders, and the general public.

Issue 2 Evaluation of the Thentia SaaS offering for use as the Agency’s e-licensing, regulation, and board meeting database solution.

Description During budget planning for FY2023, the Executive added a line-item to several boards and commissions budgets for funding a transition to Thentia for their e-licensing solution(s). The Agency was appropriated a \$173,000 line-item increase to its FY2023 budget for this endeavor. The Agency is currently evaluating the Thentia solution, the cost for building the solution as well as the anticipated impact on its licensees, hospitals, universities, medical credentialing companies and citizenry at large who rely upon the Agency’s data daily to determine if it is a more cost effective and efficient solution over the Agency’s current e-licensing, regulation, and board meeting database software.

In FY2020, in response to the Executive’s Cloud First Initiative, the Agency undertook several high impact IT projects. The first was development and transition to the Azure cloud. The Azure cloud was designed and built with the “cloud first” focus in mind and migrating the Agency’s file shares as well as its database data and repository to the Azure cloud. In addition, the cloud move prompted the Agency’s securing of its proprietary and confidential data; this data (containing personally identifiable information (PII)), would now be under the full care and control of the Agency and no other third-party. The second project was to transition to an updated version of the Agency’s database software, GL Solutions “GL Suites Version 6.” Funding for these projects was approved via the project investment justification (PIJ) process and the approved funds were secured in the Automated Project Fund (APF) for the Agency’s use under the supervision of an APF Financial Analyst.

As part of our analysis, we discovered that Thentia does not currently have as robust a product as the Agency enjoys with GL Suites. There is no ability to share case material with attorneys, licensees, etc.; There is no ability to have outside medical consultants review cases assigned to them within the solution; there is no automated board meeting agenda process with accompanying website for board members; there is no correlation between cases and board agendas with resolutions; there is no automated workflow to modify license status based on board resolutions. The corresponding costs and labor to build out the required functionality are unknown to the Agency at this time.

The goal for FY23, is to conclude the evaluation and decide on how best to proceed and maintain compliance with the Executive’s plan for regulatory agencies.

Solutions:

- Maintaining or improving upon prior year performance levels in license processing,
- Maintaining or improving upon prior year performance levels in complaint investigation and case resolution.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	61.5	61.5	61.5
General Fund	0.0	0.0	0.0
Other Appropriated Funds	8,291.7	8,291.7	8,291.7
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

- ◆ **Goal 1** To increase activities devoted to addressing public safety, healthcare and regulatory issues of importance to licensees, stakeholders, and the general public through collaboration with others, policy making and information dissemination.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of substantive policy statements, guidelines, rules, or rule revisions adopted	0	2	4	2	2
Number of instances where a Board or staff member attends a professional training event relevant to the Board's functions and or the appropriate delivery of healthcare.	17	20	35	20	20

Explanation: The Arizona Medical Board and the Arizona Regulatory Board of Physician Assistants (Boards) continually strive to proactively explore areas influencing healthcare delivery and public safety.

Number of public awareness activities, training opportunities, and other public notifications published on the Board website or transmitted to licensees via e-mail blasts.	21	18	22	18	16
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Explanation: The Agency is often a source of communicating statutory changes and other information related to the practice of medicine by utilizing various available communication avenues, email, newsletter, Twitter and the Agency's websites.

- ◆ **Goal 2** To improve efficiency processes related to licensing, regulatory, and information dissemination through the successful application of e-licensing and the automated features of the available database.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average time to approve an MD license from receipt of application.	85	70	85	70	70
Average time to approve a PA license from receipt of application.	70	40	57	40	40
Average number of days to process an initial medical doctor license upon receipt of completed application	7	7	7	7	7
Average score of agency-wide customer service satisfaction surveys (scale of 1-8)	7.3	7.5	7.3	7.5	7.5
Average number of days to complete an medical doctor investigation	186	155	196	155	155
Average number of days to complete an physician assistant investigation	166	130	178	130	130
Average number of days to resolve a medical doctor case	267	195	260	195	190
Average number of days to resolve a physician assistant case	234	190	224	190	180
Medical doctor cases referred to formal hearing	14	18	20	18	18

Agency Summary

MINE INSPECTOR

Paul D. Marsh, 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 Director of the Office of the State Mine Inspector. The Office enforces laws and regulations applicable to mine safety, health, explosives, and land reclamation. The Office inspects the health and safety conditions and practices at active mining operations; investigates mine accidents and employee and public complaints; and conducts federally certified miner and instructor safety training.

The Office administers reclamation financial assurance and enforces the mined land reclamation laws and regulations for the restoration of disturbed lands to a safe and stable environmental condition. The Office promotes public safety regarding abandoned mines. The Office conducts complaint investigations; issues mine-owner compliance notifications; and identifies, assesses, and secures mine safety hazards. The Office also 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)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ MINING SAFETY ENFORCEMENT	939.4	1,433.4	1,433.4
➤ ABANDONED MINES	191.7	1,316.7	1,316.7
➤ EDUCATION AND TRAINING - FEDERAL GRANT	358.2	473.5	473.5
➤ MINED LAND RECLAMATION	37.6	181.8	181.8
Agency Total:	1,527.0	3,405.4	3,405.4
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,131.1	2,819.0	2,819.0
Other Appropriated Funds	37.6	112.9	112.9
Other Non Appropriated Funds	358.2	473.5	473.5
Total Funding	1,527.0	3,405.4	3,405.4
FTE Positions	22.0	28.0	28.0

Issue 1 Inspection Division

Description The Arizona State Mine Inspectors Office is a constitutional office that has been charged with the Health and Safety of the Miner, it is a Life Safety Agency with legally mandated requirements.

The Arizona State Mine Inspector / ASMI, is required to inspect at least once a year every mine in the state for compliance to the Arizona Revised Statutes and the Rules and Regulations. In ARS 27-124 the inspector is further required to inspect the mining operation for conditions, safety appliances, machinery, equipment, sanitation and ventilation, the means of ingress and egress, the means taken to protect the lives, health and safety of the miners. Arizona Revised Statute 27-309, ASMI must investigate the cause of fatal accidents resulting in a death occurring at the mine and file written report. Arizona Revised Statute 27-308, ASMI is required to investigate written safety complaints and will accept verbal complaints that are reasonably likely to be fatal.

Arizona Revised Statute 27-303 requires the operator to notify ASMI when a mine will be temporarily or permanently closed. In the case of temporary suspension of operations excluding labor disputes, exceeding six months or in the case of permanent termination of mining operations, the operator shall notify the inspector, in writing, before the suspension or termination date. All shafts, portals, adits or other openings shall be secured to prevent unauthorized entry and to protect public health and safety pursuant to ARS 27-318. With a reduction of inspectors, mines that have closed do not get inspected for compliance resulting in potential exposure to legal action.

The Arizona State Mine Inspector's office in order to comply with ARS 27-318 after receiving notification of ARS 27-303 inspects the closed, abandoned or inactive mining shafts, portals, pits or other excavations which are dangerous to persons legally on the premises. ASMI inspects and issues notices of violations to mine operators who fail to cover, fence, fill or otherwise secure the mine hazards and post warning signs. A reduction in inspections would result in non-compliance to 27-318 and promote abandoned mine hazards at a later time when the mine operator cannot be found or is no longer in business, leaving the problem for the land owner and the State of Arizona with potential exposure to legal action.

Solutions:**Issue 2** Abandoned Mine Division

Description All shafts, portals, adits or other openings shall be secured to prevent unauthorized entry and to protect public health and safety pursuant to ARS 27-318. With a reduction of inspectors, mines that have closed do not get inspected for compliance resulting in potential exposure to legal action.

The Arizona State Mine Inspector's office inspects the closed, abandoned or inactive mining shafts, portals, pits or other excavations which are dangerous to persons legally on the premises. ASMI inspects and issues notices of violations to mine operators who fail to cover, fence, fill or otherwise secure the mine hazards and post warning signs.

Solutions:**Issue 3** Education and Training Division

Description At a time when the mining industry continues to expand to meet an increased demand for natural resources the state grants program will be an important program to assist mine operators in maintaining safe and healthful workplaces, and ensure that miners are provided adequate health and safety training. ASMI believes that the recognition and understanding of workplace hazards are the most critical building block for a safe and healthful workplace. This building block is constructed and supported through effective training.

The majority of metal and nonmetal mines are small business operations, and many have no formal safety program. However, smaller mines do not mean fewer risks; mine hazards are inherent in the work of moving and processing extremely large volumes of materials. Just as mining is vital to the American economy, a safe and healthy workforce is critical to the continued successful operation of the mining industry.

Solutions:

Continue with class registration fees.

Issue 4 Mined Land Reclamation

Description It is important to note, that all approved sites must continue to submit annual status reports in accordance with A.R.S. §27-1277, along with financial assurance mechanisms for annual review (reclamation bonding etc.), which is generally a yearly process submittal. Some aggregate mine site owners and operators have been cancelling leases, closing down operations, and/or transferring mine sites from 2010 through 2021 which is creating an ownership and reclamation responsibility tracking problem. Therefore, continual tracking of mining site facility transfers and financial assurance is extremely vital, especially in the state of Arizona's current economic environment. If the reclamation bonds and tracking of the aggregate mine sites does not continue to occur, it will be difficult to track the mining companies who are currently responsible for the reclamation of the mining disturbances. This is a timely process of reviews and site compliance inspections. This includes issues of any safety or surface disturbance damages caused by the mining, especially when the properties are abandoned or left in disrepair temporarily or permanently. The state and local municipalities (or flood control districts) could then be left with the responsibility for a remedial or rehabilitation of the property for safety and surface reclamation damages, which would impact the State Mine Inspector's office.

Solutions:

Request additional funding of \$124,252.96 in order to be competitive in recruitment and retainment of Deputy Mine Inspectors.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	22.0	22.0	22.0
General Fund	2,819.0	2,819.0	2,819.0
Other Appropriated Funds	112.9	112.9	112.9
Non-Appropriated Funds	48.0	48.0	48.0
Federal Funds	414.2	414.2	414.2

Program Summary

MINING SAFETY ENFORCEMENT

Tim Evans, Assistant State Mine Inspector
 Phone: (602) 542-5971
 A.R.S. § 27-124

Mission:
To enforce the Mining Code of the State of Arizona for the protection of the life, health and safety of the employees in Arizona's active mining operations.

Description:
 The Mine Safety Enforcement Program performs quarterly and annual health and safety inspections at active underground and surface mines and related facilities; conducts investigations of mine accidents, employee and citizen complaints; and provides certification classes in mine rescue and first aid. The program issues violations, cessation orders, mine elevator operating, electrical connection permits and underground diesel equipment operating permits as tools to promote safe and healthful work conditions. Operations under this program's jurisdiction include asphalt hot plants, concrete batch plants, aggregate pits, quarries and processing plants; underground and open pit mines, quarries, mills, SX-EW Plants, smelters, refineries, and rod plants. Jurisdiction also covers contractor employees working at mine sites and the administration of Sand and Gravel Districts. Deputy Mine Inspectors also perform complaint investigations and land owner compliance inspections at abandoned mines to support the Abandoned Mines Program.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	939.4	1,433.4	1,433.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	939.4	1,433.4	1,433.4
FTE Positions	16.0	16.0	16.0

◆ **Goal 1** To eliminate fatal accidents and to reduce the number and severity of lost time accidents at Arizona mines, through health and safety inspections and enforcement of the mining code.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent mandated inspections completed	99.4	100	95	95	95
Number of reportable (lost time) mine accidents	204	324	227	227	227

Explanation: The number of reportable (lost time) mine accident reflects " only" what is reported to the Arizona State Mine Inspector.

Employee and Public Complaints Investigated	10	10	14	14	14
Number of safety inspections completed	704	673	697	697	697
Customer satisfaction rating for Mines (scale 1-8)	6.8	7.0	7.3	7.3	7.3

Program Summary

ABANDONED MINES

Laurie Swartzbaugh, Deputy Director
 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 prioritize the significant public and environmental hazards for remediation and reclamation planning. The inventory also allows the Office to accurately investigate public complaints about abandoned mines in a timely manner. An abandoned mine may be used for criminal activities, such as a cache for stolen explosives or a body disposal site. The program assists law enforcement criminal and missing persons investigations and body recoveries. The administration of securing abandoned mines first prioritizes sites on State owned lands listed in the inventory based on the severity of the threat posed to public and environmental safety. Through this prioritization, structures are designated as necessary for abandoned mine closures on State lands. The cost of field construction work to secure these mines is provided by the Abandoned Mine Safety Fund through mining industry donations, private citizen donations and a matching appropriation from the Legislature. The program performs regular monitoring to assure mine closures remain in good condition. The program coordinates the identification and securing of abandoned mines with local, state, and federal agencies as well as other states and volunteer groups. Groups include the Yuma County Sheriff’s Search and Rescue Group, the Maricopa County Sheriff’s Office Mountain Search and Rescue Group, Maricopa County Parks, Arizona State Land Department, Arizona Game and Fish, Arizona State Historic Preservation Office, Arizona Department of Environmental Quality, Department of Labor Mine Safety and Health Administration, Bureau of Land Management, Forest Service, Environmental Protection Agency, and the National Association of Abandoned Mined Land Programs, which is comprised of 27 states and three Indian Tribes.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	191.7	1,316.7	1,316.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	191.7	1,316.7	1,316.7
FTE Positions	2.0	8.0	8.0

◆ **Goal 1** To promote public health and safety by identifying and assessing abandoned mines, and securing those found to be a threat to the public and the environment.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of abandoned mine openings secured	9	47	7	160	160
Number of abandoned mine complaints handled. See AML Complaints File "s drive".	5	5	9	9	9
Number of prior abandoned mine closures reviewed	29	29	7	80	80

Program Summary

EDUCATION AND TRAINING - FEDERAL GRANT

Ron Weber, Education & Training Program Manager
 Phone: (602) 542-5971
 A.R.S. § 27-124, Title 30 CFR

Mission:

To educate and train inexperienced and experienced mine employees in safe work practices and compliance with state and federal mine safety regulations.

Description:

The Mandatory Safety and Health Standards for all mines in the United States are subject to the Federal Mine Safety and Health Act of 1977. The purpose of these standards is the protection of life, the promotion of health and safety, and the prevention of accidents.

The Office of the Arizona State Mine Inspector holds true to the same concerns, values and goals of protecting current and future miners and the public. The Arizona State Mine Inspector and staff regulate and follow the Mining Code of the State of Arizona which contains the guidelines of the Arizona Revised Statutes and Rules and Regulations. Our goal is the protection of miners and the public through regulation, enforcement rules, education and training.

Mine safety and health education and training is very important to Arizona’s mine operators, their employees, contractors and the public. The Education and Training department provides the mandatory federal mine safety training classes to the Arizona mining community. Requests for safety training from Arizona’s mine operators, contractors and workers is in great demand.

The Education and Training Program certifies instructors, develops lesson plans, conducts classes and organizes safety conferences for mine safety education and training. The emphasis is placed on miners' rights and current health and safety regulations in compliance with the Mining Code of the State of Arizona, A.R.S. § Title 27, and the Federal Mine Safety and Health Act of 1977, Title 30 CFR, Parts 46, 48, 49, 56, 57,58, and 62. In addition to mining company employees, all contractors, vendors, rescue teams, and others regularly exposed to mine hazards at a mine property are required to have various levels of training furnished by the Education and Training Program.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	358.2	473.5	473.5
Total Funding	358.2	473.5	473.5
FTE Positions	4.0	4.0	4.0

◆ **Goal 1** To eliminate fatal accidents and reduce the number and severity of lost time due to accidents.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Arizona miners and contractors trained	1657	3,000	2475	2700	2700
Average course content rating	4.9	4.8	4.9	4.9	4.9
Average instructor rating	4.8	4.8	4.9	4.9	4.9

Program Summary

MINED LAND RECLAMATION

Amanda Lothar, Reclamation Specialist
 Phone: (602) 542-5971
 A.R.S. §27-921 & A.R.S. §27-1221

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, aggregate mining pits, quarries and exploration operations with surface disturbances greater than five acres. Annual reviews of financial assurances and on-site inspections for on-going reclamation projects and of the regulated mines are parts of the continual monitoring process to establish compliance to the Mined Land Reclamation laws.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	68.9	68.9
Other Appropriated Funds	37.6	112.9	112.9
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	37.6	181.8	181.8
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To promote the restoration of lands disturbed by mining to a safe and stable environmental condition. The Arizona Revised Statutes Title 27, Chapter 1, Article 2 identifies the need for a State Mine Inspector Agency. Chapter 5 & 6 were established for Mined Land Reclamation and Aggregate Mined Land Reclamation, and provides for a Division within the State Mine Inspector Agency, to administer the reclamation plans within the state.

Tracking of the percentage of mined acreage disturbed and reclaimed;

Tracking of mandated required financial assurance from an aggregate mining operation to ensure funds are available to reclaim the land;

Tracking of industry reclamation plan goals, which are tracked by release of financial assurance mechanisms;

Complete administrative and technical reviews of reclamation plans; and

Adequate management to enhance public benefit, responsible development and economic value.

Note: The Reclamation Plans Review program is still needing resources (or manpower) necessary to manage a Division for this Plan review process, and for field verification compliance inspections (Especially in Aggregate transfers of properties, and renewal of Financial Assurances). Hardrock plans and site expansions, as well as tracking, has not been considered in this report, but still remains a considerable duty of the Reclamation Division. A compliance tracking database is strongly needed to assist with due dates for annual update reporting dates.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of annual mined land reclamation compliance reviews	204	203	204	204	204

Agency Summary

NATUROPATHIC PHYSICIANS BOARD OF EXAMINERS

Gail Anthony, Executive Director
 Phone: (602) 542-8242
 A.R.S. § 32-1501

Mission:

To protect the public through the regulation of the practice of naturopathic medicine.

Description:

The Naturopathic Physicians Board of Medical Examiners issues licenses and certificates, including specialty certificates and certificates to dispense, to applicants who meet the requirements of Arizona law for naturopathic medicine. Further, the Board certifies naturopathic assistants, graduates who participate in postdoctoral training programs, and naturopathic students to engage in clinical training programs. The Board also conducts investigations and hearings into allegations of medical incompetence and unprofessional conduct.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS	180.8	212.0	239.7
Agency Total:	180.8	212.0	239.7
Funding:			
	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	180.8	212.0	239.7
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	180.8	212.0	239.7
FTE Positions	1.0	1.0	8.6

5 Year Plan

Issue 1 Move to Elicensing platform

Description Currently the Board is running on an ACCESS database. The Board has contracted with Thentia.

Solutions:

The Board has contracted with Thentia to implement a Elicensing system. The current timeline for implementation will be January - February of 2023.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	2.0	2.0	2.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	27.7	27.7	27.7
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

Program Summary

NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS

Gail Anthony, Executive Director
 Phone: (602) 542-8242
 A.R.S. § 32-1501

Mission:

To protect the health, safety, and welfare of the public by regulating the practice of naturopathic medicine.

Description:

The Board regulates physicians who engage in the practice of naturopathic medicine, including certification of those in specialty practice; certifies graduates to engage in internship, preceptorship, and postdoctoral training programs; certifies medical assistants; certifies naturopathic medical students to engage in clinical training programs; approves clinical training programs, internships, preceptorships, and postdoctoral training programs in naturopathic medicine; certifies naturopathic physicians to dispense natural substances, drugs, and devices from their offices; and conducts investigations and hearings on complaints relating to medical incompetence and unprofessional conduct.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	180.8	212.0	239.7
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	180.8	212.0	239.7
FTE Positions	1.0	1.0	8.6

◆ **Goal 1** To process all completed license and certificate applications within the required time frame.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total Applications Received for Licensure and Certificates during the fiscal period. Explanation: Number includes initial and renewal applications.	2,190	3,100	2,335	3,100	3,400
Total Licenses and Certificates issued during the fiscal period. Explanation: Number includes initial issuance and renewals.	2,190	2,080	2,061	2,200	2,300
Average number of days to process applications. Explanation: Number reflects initial applications processed during fiscal period.	3	5	5	5	5
Active physician licenses Explanation: Active at the end of the Fiscal Period.	1,109	1,150	1,153	1,165	1,250
Active certificates. Explanation: Active at the end of the fiscal period. Number includes all certificate types.	1,118	1,165	1,088	1,118	1,125

◆ **Goal 2** To fully investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Complaints received against licensed or certified persons	29	30	37	35	39
Explanation: Complaints of illegal use of title are also investigated by the Board.					
Complaints resolved in same fiscal year	27	17	43	27	45
Average number of days to resolve complaints - same fiscal year	167	120	94	167	94
2022 Average Investigation Days = 65					
Complaints received against unlicensed individuals in the fiscal year	3	2	1	3	2

Agency Summary

NAVIGABLE STREAM ADJUDICATION COMMISSION

George Mehnert, Director
Phone: (602) 542-9214
A.R.S. §§ 37-1101 to 37-1156

Mission:

To determine which of Arizona's estimated 39,039 rivers and streams were navigable at the time of statehood and if necessary to determine the public trust values of those rivers and streams that are determined to have been navigable.

Description:

The Arizona Navigable Stream Adjudication Commission (ANSAC) is a single-program agency. The Commission is charged with gathering evidence, holding hearings, and making determinations regarding navigability of the 39,039 streams and rivers in Arizona as of February 14, 1912. Part of this responsibility is to respond to issues raised by the Arizona Court of Appeals and returned to the Commission for additional hearings regarding specific topics. The Commission must litigate cases in court, including defending appeals and other legal actions that are filed in State Court against the Commission, and must complete Commission reports to be recorded in each appropriate county following the appeals processes.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	144.2	144.2	144.2
Other Appropriated Funds	200.0	200.0	200.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	344.2	344.2	344.2
FTE Positions	1.0	1.0	1.0

5 Year Plan

Issue 1 ANSAC is presently litigating three cases that are in the Arizona Court of Appeals. ANSAC determinations of non-navigability regarding portions of the Gila, Salt, and Verde Rivers were appealed to Maricopa County Superior Court in August 2019. Maricopa County Superior Court upheld ANSAC's final determinations of non-navigable in all three cases. In September 2019 the Superior Court decision was appealed to the Arizona Court of Appeals where the cases are presently at issue.

Description The Court of Appeals heard oral arguments and as of July 31, 2021 there has been no decision issued. If all three cases presently before the Arizona Court of Appeals (portions of the Gila, Salt, and Verde) are not resolved in ANSAC's favor before the end of August 2022, ANSAC will likely pursue an extension of the Sunset date beyond June 30, 2024.

Solutions:

To defend any appeals and to file any necessary legal actions.

Issue 2 The Commission ratified all five remaining reports for the Gila, Salt, San Pedro, Santa Cruz, and Verde Rivers on June 28, 2018, including determinations that each river was non-navigable at time of Statehood, February 14, 1912.

Description Ratifying Commission reports begins the clock for time during which parties and others may file appeals in Superior court

Solutions:

To defend appeals and file court actions on behalf of ANSAC.

Issue 3 ANSAC Sunset Date has been continued to June 30, 2024.

Description The ANSAC Sunset date has been continued to June 30, 2024, to accommodate cases in court. Three appeals of ANSAC's final determinations of non-navigability in three ANSAC cases (Salt, Gila, and Verde Rivers) were filed in Maricopa County Superior Court. Superior Court upheld ANSAC's final determinations and we have been notified that appeals of the Superior Court's decisions will be filed in September 2020 with the Arizona Court of Appeals.

Solutions:

ANSAC recently completed successful defense of three cases in Maricopa County Superior Court. ANSAC is currently defending the same cases in the Arizona Court of Appeals and may also file necessary legal actions of its own.

Issue 4 Relating to appeals, ANSAC may file its own legal actions if necessary.

Description It may become necessary for ANSAC to file its own court actions relating to appeals or during the appeals process.

Solutions:

ANSAC will instruct its attorney to file its own necessary legal.

Issue 5 Public Trust Value Hearings

Description In the event courts rule specific watercourses or portions of watercourses were navigable at time of statehood; there is a statutory requirement that ANSAC hold proceedings to determine the Public Trust Value of such watercourses or portions of watercourses.

Solutions:

ANSAC will schedule and hold public trust value hearings as necessary.

Issue 6 Recording of Final Reports

Description Recording of ANSAC final reports in every county in which a watercourse travels is required following completion of all hearings and appeals.

Solutions:

ANSAC, through its attorney, will record all remaining final reports in each county in which each river travels. For example the Gila River travels in six Arizona counties.

Issue 7 Continuation of ANSAC beyond current Sunset date of June 30, 2024.

Description We are presently awaiting an Arizona Court of Appeals decision regarding an appeal of a Maricopa County Superior Court decision that upheld ANSAC's final determination of non-navigability regarding the Gila, Verde, and Salt Rivers. A Court of Appeals decision may impact the need to continue ANSAC beyond the current Sunset date of June 30, 2024.

Solutions:

To obtain legislation if necessary to extend the ANSAC Sunset date beyond June 30, 2024, and to request additional funding for attorney fees and equipment if necessary.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	1.0	1.0	1.0
General Fund	144,200.0	144,200.0	144,200.0
Other Appropriated Funds	200,000.0	200,000.0	200,000.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

- ◆ **Goal 1** To determine watercourse navigability. The navigability of all of approximately 39,039 Arizona watercourses with streambed/property titles impacting more than an estimated 100,000 Arizona citizens and businesses has been completed (in some instances for the second time and in other cases for the third time) with all watercourses determined to have been non-navigable. The navigability determination of the final five of these (San Pedro, Santa Cruz, Gila, Salt, and Verde) were determined by vote of the commission to have been non-navigable at statehood. These determinations were completed on June 28, 2018. The commission determinations of non-navigable of three of these five cases, (the Gila, Salt, and Verde) were appealed to Maricopa County Superior Court. An appeal of Ansac's final determinations in these three cases was filed in Maricopa Superior Court. ANSAC's determinations were upheld in Maricopa County Superior Court and it is anticipated that decision will be appealed to the Arizona Court of Appeals in September 2020.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of appeals in process.	0	3	0	3	0
Number of hearings remaining following implementation of 2001/current statutes	0	0	0	3	0
Three cases have been filed with the Arizona Court of Appeals.	0	3	0	3	0
Three cases are pending in the Arizona Court of Appeals, the Gila, Salt, andk Verde River cases.	0	3	0	3	0
Legal work and administrative work relating to the litigation of three cases filed in Maricopa County Superior Court.	0	3	0	3	0

- ◆ **Goal 2** To defend in State and Federal Court all Appeals of Commission determinations. The Arizona Court of Appeals returned six cases to the Commission in 2011 for additional work/hearings. Two of those cases have been consolidated into a single case, therefore five case remain and are in various stages of the hearing process which including writintg Commission final reports. However as of Auigust 2020 there are only three cases remaining (the Gila, Salt, and Verde rivers). An appeal of Ansac's final determinations in these three cases was filed in Maricopa Superior Court. ANSAC's determinations were upheld in Maricopa County Superior Court and it is anticipated that decision will be appealed to the Arizona Court of Appeals in September 2020.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
To defend any actions filed against the Commission regarding the six remand cases retuned to the Commission on October 21, 2011 for the Commissions consideration. NOTE: While six cases were returned to the Commission for additional work two of those cases were consolidated into a single case so five, not six, cases remain and are presently in various hearing stages; and of these five cases three remain and during early calendar 2019 were filed as appeals of ANSAC's non-navigability determination in Maricopa County Superior Court. These three remaining cases are the Gila, Salt, and Verde Rivers.	0	3	0	0	0

- ◆ **Goal 3** To defend all other legal actions filed against the Commission, and to file legal actions deemed appropriate by ANSAC. An appeal of Anzac's final determinations in the Salt, Gila, and Verde river cases was filed in Maricopa Superior Court. ANSAC's determinations were upheld in Maricopa County Superior Court and that decision was appealed to the Arizona Court of Appeals in approximately September 2020.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Hearings on all cases before the Commission have been completed by the Commission and all Rivers have been determined to have been non-navigable by the Commission. Three of these decisions have been appealed to Maricopa County Superior court; the Gila, Salt, and Verde Rivers.	0	3	0	0	0

Explanation: There are no numbers included as there are no actions pending other than actual appeals and legal actions related to those.

- ◆ **Goal 4** To record each Commission report in the appropriate county seat either following expiration of appeal times or completion of Court mandated work and completion of appeals and court actions.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Recording Commission reports in the appropriate county seat as they are completed and appeal times have expired with no appeals filed, or as they are completed through court actions or other actions by the Commission.	0	3	0	0	0
To insure all reports that have been finalized and that have gone through the court legal process are recorded in all of the appropriate counties. For example the Gila River travels into or through six Arizona counties.	0	3	0	0	0
To record each report in the appropriate counties, in some instances as many as six counties.	0	3	0	0	0

- ◆ **Goal 5** To insure all ANSAC legal proceedings are held correctly and thoroughly to comply with court directives.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Default performance measure	0	3	0	0	0

- ◆ **Goal 6** To defend all legal challenges of ANSACs final determinations. ANSAC's final determinations of non-navigability in three cases (portions of the Gila, Salt, and Verde Rivers) were appealed in 2019 to Maricopa Superior Court. ANSAC's determinations of non-navigability were upheld by Maricopa County Superior Court. An appeal of the Maricopa County Superior Court decisions have since been appealed to the Arizona Court of Appeals and we are awaiting those results.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
To take actions that will comport with court instructions and determinations, beginning with the Arizona Court of Appeals instructions on October 21, 2011 and including future instructions and determinations from any court where appeals are filed.	0	3	3	3	3
To insure court directives are completed by the commission. No directives are pending.	0	3	0	0	0
To ensure the commission prevails in all cases filed in state or federal court challenging the commission's determinations of non-navigability.	0	3	3	3	3

Agency Summary

BOARD OF NURSING

Jo Elizabeth Ridenour, Executive Director
Phone: (602) 771-7801
A.R.S. §§ 32-1601 to 32-1669

Mission:

To protect and promote the welfare of public by ensuring that each person holding a nursing license or certificate is competent to practice safely. The Board fulfills its mission through the regulation of the practice of nursing and the approval of nursing education programs. The mission, derived from the Nursing Practice Act, supersedes the interest of any individual, the nursing profession, or any special interest group.

Description:

The State Board of Nursing protects the public by assuring that standards of practice are defined and that persons engaged in the practice of nursing are competent. It approves individuals for licensure, registration, and certification; approves educational programs for Nurses and Nursing Assistants; investigates complaints concerning licensee and certificate holder compliance with the law; and determines and administers disciplinary actions in the event of proven violations of the Nurse Practice Act.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ LICENSING AND REGULATION - RN/LPN	4,497.1	5,346.6	5,766.4
➤ NURSING ASSISTANT	1,014.6	953.1	953.1
Agency Total:	5,511.7	6,299.7	6,719.5
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	5,072.5	5,885.0	6,304.8
Other Non Appropriated Funds	439.2	414.7	414.7
Total Funding	5,511.7	6,299.7	6,719.5
FTE Positions	52.0	52.0	56.0

5 Year Plan

Issue 1 Assure governance framework supports the Board’s mission and vision

Description Processes for defining and delivering good decisions and leadership for the good of the public as a whole through the regulation of the practice of nursing and the approval of nursing education programs.

Solutions:

- a). Ensure board members are educated on principles of governance;
- b). Improve evidenced based decision making by integrating data driven processes;
- c). Enhance communication between the Board and consumers, key stakeholders and Advisory Committees to support change and innovation for improved public protection;
- d). Develop educational outreach activities related to nursing regulation

Issue 2 License/certify only qualified nurses and nursing assistants that assures public safety

Description Assuring only qualified individuals are licensed or certified and have the basic educational preparation to practice safely.

Solutions:

- a). Improve processes for licensure/certification;
- b). Implement “promising practices” from the National Council State Boards of Nursing (NCSBN) Commitment to Ongoing Excellence research;
- c). Maximize use of technology for licensing applications/verifications;
- d). Implement electronic finger printing process;
- e). Implement legislation in 2019 for the Advanced Practice Registered Nurse (APRN) Compact

Issue 3 Investigate unsafe or incompetent nurses and licensed/certified nursing assistants; remediate or remove from practice

Description Regulation-Enforcement, Discipline & CANDO Program.

Enforcing scope and standards of practice of licensed nurses and licensed/certified nursing assistants.

Solutions:

- a). Provide for an effective alternative to discipline under the program for nurses who have substance abuse disorders (CANDO) and other psychiatric/medical issues;
- b). Update disciplinary guidelines for consistent sanctions utilizing evidence based regulation and precedents;
- c). Improve processes for investigations and compliance;
- d). Provide for an effective probationary period for those that need monitoring due to licensing conditions;
- e). Promote evidenced based regulation and practice breakdown research that provides for public protection.

Issue 4 Review and approve or sanction nursing education programs consistent with Board rules

Description Nursing Education Program Initial & Continuing Program Approval.
Enforcing standards to promote the preparation of qualified candidates for licensure & certification.

Solutions:

- a). Review and improve educational rules that guides quality education regardless of educational delivery method;
- b). Review and approve or sanction nursing educational programs consistent with Board rules;
- c). Support statewide conferences to enhance competencies of nursing program faculty;
- d). Review and investigate nursing program complaints and, evaluate for trends; report to nursing programs as is appropriate;
- e). Obtain program admission and completion data and partner with programs/facilities to address issues;
- f). Identify research topics related to nursing regulation and develop strategies to conduct research.

Issue 5 Ensure nursing regulations are up-to-date and reflect state of the art & science of practice.

Description The current trends in public policy, the nursing practice, and education.

Solutions:

Monitor trends in public policy, nursing practice, and education and make amendments to the Nurse Practice Act, ensuring that the State's nursing statutes and rules reflect contemporary practice.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	56.0	56.0	56.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	5,766.4	5,766.4	5,766.4
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

Program Summary

LICENSING AND REGULATION - RN/LPN

Jo Elizabeth Ridenour, Executive Director
 Phone: (602) 771-7801
 A.R.S. §§ 32-1601 to 32-1669

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 (AZBN) licenses all nurses practicing in the State except those practicing in federal facilities. In order to license nurses, the Board administers the National Council Licensure Examination (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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	4,472.6	5,346.6	5,766.4
Other Non Appropriated Funds	24.5	0.0	0.0
Total Funding	4,497.1	5,346.6	5,766.4
FTE Positions	46.5	46.5	50.5

◆ **Goal 1** To reduce the cycle time needed to issue certificates and licenses for examinee, endorsement and renewal applicants.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average days from application received to RN/LPN renewal license issued	1.59	1.5	3.4	1.5	4.0
RN/LPN renewals issued (4-year cycle)	20,591	21,000	20,512	22,000	22,000
Total licensees Registered Nurses and Licensed Practical Nurses	107,890	108,500	113,203	109,500	113,500

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total complaints received	2,288	2,500	3,617	2,500	3,700
Percent of licensees with disciplinary action	0.28	0.3	0.23	0.3	0.3
Average hours per investigation needed to complete a case	30	30	30	30	30
Average months needed to complete investigations and present cases to the Board (or case closed)	7.46	7.0	5.34	6.0	6.0
Average calendar days from receipt of RN/LPN complaint to resolution	244	240	160	180	180
Average calendar days per investigation from start to final adjudication	262	240	150	220	200
Percent of investigations resulting in disciplinary enforcement action	19.86	25	25	21	40

- ◆ **Goal 3** To effectively provide a non-disciplinary Alternative To Discipline (ATD) program.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Licensees in ATD Program	270	270	288	280	300
Licensees successfully completing ATD program (%)	68	70	63	75	75

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Nursing programs monitored for non-compliance	2	4	6	4	6
Examinees from program successfully passing NCLEX	4,228	4,300	3,792	4,400	4,500

Program Summary

NURSING ASSISTANT

Jo Elizabeth Ridenour, Executive Director
 Phone: (602) 771-7801
 A.R.S. § 32-1645

Mission:
To protect the public health, safety, and welfare through the provision of competent Certified and Licensed Nursing Assistant care.

Description:
 This program administers the certification and licensing examinations for Nursing Assistant candidates, surveys and approves Nursing Assistant and Certified Medication Assistant (CMAs) training programs, and maintains a register of Certified Nursing Assistants (CNAs) and Licensed Nursing Assistants (LNA's). The Arizona Department of Health Services shares some responsibility for this program by receiving and substantiating complaints against CNAs.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	599.9	538.4	538.4
Other Non Appropriated Funds	414.7	414.7	414.7
Total Funding	1,014.6	953.1	953.1
FTE Positions	5.5	5.5	5.5

◆ **Goal 1** To operate the program efficiently and effectively.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Average calendar days from receipt of completed application to denial of certification	357	400	385	300	300
Total individuals certified as nursing assistants	28,463	28,600	27,775	29,000	29,000
Explanation: Includes LNA					
Total complaints received	990	1,100	717	1,100	800
Average calendar days from receipt of CNA complaint to resolution	197	198	135	180	160
Explanation: Include LNA					
Percent of LNA/CNA's with disciplinary action (does not include substantiated complaint)	0.35	0.35	0.26	0.35	0.35
Total investigations conducted CAN/LNA - status closed	327	350	150	375	350
Percent of LNA investigations resulting in disciplinary enforcement action	18.62	25	10.9	22	20
Average calendar days per investigation from start to final adjudication (LNA/CNA)	201	200	141	190	160
Investigations resulting in dismissals LNA & CNA	102	105	90	110	100

Agency Summary

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

Jack Confer, Executive Director
Phone: (602) 542-8156
A.R.S. § 36-446.02

Mission:

To protect the health, welfare, and safety of Arizona citizens who seek and use the services of nursing care institution administrators and assisted living facility managers.

Description:

The Board of Nursing Care Institution Administrators and Assisted Living Facilities Managers evaluates and processes initial applications and renewals from individuals seeking nursing home administrator licenses and assisted living facility manager certificates. As administrators and managers are required by law to meet continuing education requirements, the Board also approves continuing education programs. In addition, the Board approves, renews, and regulates assisted living facility manager and caregiver training programs, and investigates complaints received from the public or the Department of Health Services and imposes disciplinary action on licensees or certificate holders when necessary. All Board functions are accomplished through a fee-financed program of examination, licensure, and regulation.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	522.4	627.4	627.4
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	522.4	627.4	627.4
FTE Positions	7.0	7.0	7.0

5 Year Plan

Issue 1 Desktop and Laptop Computer Refresh in FY24

Description The Board purchased the computer equipment in FY12 and FY13 of which the HP warranty has ended. The refresh would bring with it up to date technology, new hardware, warranty, software and conversion install.

Solutions:

In FY19 secure one time funding of and estimated cost of \$9,000.00 for updating desktop and laptop computers.

Refresh pushed to FY20.

Refresh pushed to FY21.

Refresh pushed to FY22.

Refresh pushed to FY23.

Refresh pushed to FY24

Issue 2 Electronic licensing and payment systems.

Description The Board would like to implement electronic licensing and payment systems to ensure efficient and quality customer service.

Solutions:

1. In FY 2023, enhance the electronic licensing service to include initial applications and payments for all services, track investigations through the process (In process)

2. New appropriation for Thentia database, and close of Salesforce. Engagement is planned to be complete this Fiscal year.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	7.0	6.0	6.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	600.0	600.0	600.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To ensure consistent and timely investigations of complaints and enforcement action in accordance with statutes and rules.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Complaints opened	920	150	410	500	500
Disciplinary actions	65	65	95	100	100
Complaints resolved	1280	200	322	300	300
Average number of days from open to close of complaint	121	120	0	120	120
Number of complaint and application investigations conducted	920	170	356	350	350

◆ **Goal 2** To ensure that licenses and certificates are granted or renewed to qualified administrators and managers.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of existing licenses and certificates	2861	2800	2737	2800	2800
Number of new applications filed	355	350	722	400	400
Number of new licenses issued	244	250	722	300	300
Number of new and existing licenses	3105	2,900	2737	2800	2800
Number of renewal applications processed	2086	2000	729	3000	700
Average calendar days to renew a license	18	10	15	15	15

◆ **Goal 3** To ensure that agency operations are effective and efficient.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Customer satisfaction (scale of 1-8) with 8 being very satisfied.	7.5	5	7	6.5	6.5
Administration as percent of total cost	6.8	6.80	5	5	5

◆ **Goal 4** To ensure quality continuing education is approved

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of new and renewal CE sponsor hours approved	1400	1,300	1263	1300	1300
Average number of days to process CE sponsor applications	10	10	0	10	0

◆ **Goal 5** To ensure public information requests and license verifications are completed timely.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of days to process a public records request	10	10	15	15	15

Explanation: Implemented starting FY07

Average number of days to process a license verification	200	10	5	5	5
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Explanation: Implemented starting FY07

Agency Summary

BOARD OF OCCUPATIONAL THERAPY EXAMINERS

Shaina Ganatra, Executive Director
 Phone: (602) 589-8353
 A.R.S. §§ 32-3401 to 32-3446

Mission:

To protect the health, safety, and welfare of the public by licensing and regulating individuals who provide occupational therapy services.

Description:

The Board of Occupational Therapy Examiners issues licenses for Occupational Therapists and Occupational Therapy Assistants. The Board requires that each applicant meet minimum standards of education, experience, and competence. The Board also investigates complaints and takes appropriate disciplinary action.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ BOARD OF OCCUPATIONAL THERAPY EXAMINERS	181.3	266.4	307.2
Agency Total:	181.3	266.4	307.2
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	181.3	266.4	307.2
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	181.3	266.4	307.2
FTE Positions	1.5	1.5	2.5

5 Year Plan

Issue 1 Evaluate the qualifications of applicants for licensure.

Description The Board has seen a steady increase of the number of applications for new licenses and the number of renewals each year. The new eLicensing system has improved the process by eliminating the need for Board staff to enter data from a written applications.

Solutions:

A. The Board of Occupational Therapy is pursuing changes to statues and rules to increase the efficiency of application processing, while still ensuring qualified applicants receive a license.

Issue 2 Establish the mechanisms for assessing continuing professional competence of occupational therapists and occupational therapy assistants.

Description The Board of Occupational Therapy currently reviews 100% of continuing education certificates submitted by renewal applicants. This is a time-consuming task for Board staff.

Solutions:

A. Board staff is pursuing changes to statutes and rules to allow random audits of continuing education. Reducing the percentage of audited application from 100% to 50% would greatly improve application processing times.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	2.5	2.5	2.5
General Fund	0.0	0.0	0.0
Other Appropriated Funds	266.4	266.4	266.4
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

Program Summary

BOARD OF OCCUPATIONAL THERAPY EXAMINERS

Shaina Ganatra, Executive Director
 Phone: (602) 589-8353
 A.R.S. §§ 32-3401 to 32-3446

Mission:

To protect the health, safety, and welfare of the public by licensing and regulating individuals who provide occupational therapy services.

Description:

The Board of Occupational Therapy Examiners is a regulatory board which issues and renews bi-annually approximately 1,800 active licenses for the occupational therapy profession and monitors 1,469 closed licenses. By law, the Board requires that each applicant meet minimum standards of education, experience, and competency. The Board also receives and investigates complaints, takes appropriate disciplinary action, and responds to inquires from consumers as to the license status of individual occupational therapy professionals.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	181.3	266.4	307.2
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	181.3	266.4	307.2
FTE Positions	1.5	1.5	2.5

◆ **Goal 1** To investigate and adjudicate complaints within 120 days

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of occupational therapy complaints received	5	10	6	10	10
Number of complaints resulting in disciplinary action	0	5	2	5	5
Complaints resolved within 120 days	3	5	2	5	5
Percent of complaints resolved within 120 days	3	100	100	100	100

◆ **Goal 2** To ensure that licenses and renewals are issued in a timely manner to Occupational Therapists and Occupational Therapy Assistants with high standards of professional and ethical standards.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of license renewal applications received and renewed (OTs and OTAs)	1656	1,714	1809	1900	1994
Number of Licensees (OTs and OTAs)	4,602	4,809	4453	4675	4909
Number of initial license applications received (OTs and OTAs)	464	465	484	508	533
Number of Initial Licenses Issued (OTs and OTAs)	464	465	484	508	533
Average calendar days to process and issue a renewal application	10	10	10	10.5	11

Explanation: Number of days from application submission to license issuance

Average calendar days to process and issue an initial license	12	12	12	12.6	13
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Explanation: Number of days from application submission to license issuance

◆ **Goal 3** To continually improve customer satisfaction by providing consistency in carrying out the Board's policies and procedures.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of individuals licensed as occupational therapists	3,096	3,190	3018	3169	3327
Number of individuals licensed as Occupational Therapy Assistants	1,477	1,512	1435	1507	1582

Agency Summary

BOARD OF DISPENSING OPTICIANS

Megan Darian, Executive Director
Phone: (602) 542-8158
A.R.S. § 32-1671

Mission:

To protect the visual health of Arizona citizens by regulating and maintaining standards of practice in the field of opticianry.

Description:

The Board of Dispensing Opticians licenses optical establishments and professionals to practice in the field of opticianry. Dispensing opticians fill orders for and fit persons with corrective eyewear. The Board investigates complaints against licensees and unlicensed entities. The Board is distinguished from the Board of Optometry, which regulates Optometrists.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	152.7	193.1	193.1
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	152.7	193.1	193.1
FTE Positions	1.0	1.0	1.0

Issue 1 5-Year Strategic Plan

Description ARIZONA STATE BOARD OF DISPENSING OPTICIANS

FIVE-YEAR STRATEGIC PLAN

10/03/2022

Mission:

To protect the visual health of the citizens of Arizona by regulating and maintaining standard of practice in the field of opticianry.

To this end, the Board regulates the opticianry profession through administering examinations, issuing licenses to qualified opticians and optical establishments, proposing legislation, enacting rules and regulations, and investigating complaints brought to the Board against licensed opticians and optical establishments

Description:

The Board of Dispensing Opticians examines and licenses professionals to practice in the field of opticianry and licenses optical establishments. This Board is distinguished from the Board of Optometry, which regulates optometrists, whereas dispensing opticians fill orders for and fit persons with corrective eyewear. The Board of Dispensing Opticians accepts complaints against licensees, investigates allegations, and administratively adjudicates complaints.

Solutions:

Goals and Objectives:

Goal #1: To ensure high standards of professional and ethical conduct in the field of opticianry through efficient processing of examinations and establishment and optician license applications.

Objective #1: By December 2022, the Board will review National Organizations' Practical Examinations. The Board will bring any recommendations for a full Board vote.

Objective #2: By December 2022, the Board will meet with other states who are utilizing the National Practical Examinations and verify results.

Objective #3: Update database to allow for on-line application and renewal.

The Board has resources available to accomplish objective #1 and anticipates progress on objective #2 with the conclusion of the public health emergency. Objective #3 has been funded for initialization, maintenance, and ongoing costs and will be subject to ongoing evaluation. The Board will monitor available resources in the Dispensing Opticians Fund to assess and accommodate these goals and objectives.

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.

Objective #1: By the end of Fiscal Year 2023, the Executive Director will increase the number of optical establishments visited and inspected.

Objective #2: By the end of Fiscal Year 2023, the Board will actively recruit more retired licensed opticians to serve as investigators.

Existing funds will be used to initiate action to accomplish these objectives and goals.

Goal #3: To better protect the public through the administration of the continuing education requirement in order to upgrade the profession of opticianry in accordance with the Board's mandate.

Objective #1: By the end of Fiscal Year 2023, the Board will finish implementing a Rules package.

The Board plans to coordinate with the Governor’s Office and GRRC to amend or repeal certain rules to allow it more flexibility in accepting applications through its database system. Existing funds will be used to initiate action to accomplish this objective and goal.

Goal #4: To maintain consistency in opticianry licensure and regulation with other states through membership in governmental and industry associations (FARB, CLEAR, AADO, OAA, NCSORB and ABO) and to interact with the optical industry on a statewide basis.

Objective #1: At least one Board member or the Executive Director will attend no less than one governmental or industry related seminar each fiscal year.

Objective #2: Development of an annual newsletter and mailing list containing an update on changes in regulation, etc., to be mass mailed to licensees and other members of the ophthalmic industry within Arizona and in other states.

The Board will monitor available resources in the Dispensing Opticians Fund to assess and accommodate these goals and objectives.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	1.0	1.0	1.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	193.1	193.1	193.1
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Optician licenses issued	41	70	48	50	50
Optician renewal applications processed	908	900	896	900	900
Establishment applications received	17	25	47	30	30
Establishment licenses issued	17	25	47	30	30
Establishment renewal applications processed	402	405	419	420	420
Average number of days from receipt of application for establishment license to granting of license	15	15	15	15	15
Percentage of renewals within 3 days	99	99	99	99	99
Administration as a percentage of total cost	10	10	10	10	10
Customer satisfaction rating (Scale 1-8)	8	8	8	8	8
Number of licensees (new and existing)	1325	1325	1320	1320	1320

- ◆ **Goal 2** To investigate and resolve consumer and Board initiated complaints in accordance with statutes and rules in order to protect the public from incompetent services and unprofessional and unethical conduct.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Complaints about licensees received and investigated	1	8	1	2	2
Complaints resolved	1	8	1	2	2
Disciplinary action	1	8	8	5	5
Number of days from receipt of complaint until completion	60	60	60	60	60

Explanation: Number of days is an average of all complaints

Establishment Inspections	100	300	170	250	250
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- ◆ **Goal 3** To better protect the public through the administration of a continuing education requirement in order to maintain the integrity of the profession of opticianry in accordance with the Board's mandate.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of licensees fulfilling continuing education requirement	98	98	98	98	98
Number of licensees fulfilling requirement	229	400	400	223	223

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 optometric Doctors. In addition, the Board registers out-of-state replacement contact lens dispensers. The Board investigates complaints alleging violations of the Optometric Practice Act and takes administrative regulatory action when required.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	237.7	298.8	298.8
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	237.7	298.8	298.8
FTE Positions	2.0	2.0	2.0

5 Year Plan

Issue 1 To ensure that licenses are granted or renewed to qualified optometrists
Description Process an initial licensure by exam application within 75 days of the overall timeframe
 Process an initial licensure by endorsement application within 75 days of the overall timeframe
 Process a license renewal within 45 calendar days

Solutions:
 Goal time (in calendar days): 75

Issue 2 To effectively investigate and adjudicate complaints pursuant to statutes and rules
Description % of complaints resolutions from receipt to completion within 120 calendar days

Solutions:
 Goal time (in calendar days): 120

Issue 3 To ensure agency policies and procedures are effective and efficient. (Including testing, renewal, initial licensing, and Customer Satisfaction)

Description Administration as % of total cost

Solutions:
 Goal percentage: 7%

Issue 4 To ensure customer satisfaction regarding public information requests, license verification, e-mail and phone communication

Description % of license verifications completed within 7 business days
 % of public information requests completed within 7 business days
 % of e-mails, phone calls and internet requests completed within 7 business days

Solutions:
 100% response within timeframe

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	2.0	2.0	2.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To ensure that licenses are granted or renewed to qualified optometrists.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
New licenses issued	60	70	50	65	65
License applications received	68	80	84	75	75
Active licensees	0	1,220	1279	1350	1350
Average time to process an initial license application (in days)	7	5	4	5	5
Average calendar days to renew a license	5	1	4	2	2

◆ **Goal 2** To effectively investigate and adjudicate complaints pursuant to statutes and rules.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of complaints received	18	20	27	20	20
Total number of complaints resolved	15	20	26	20	20
Average number of days from receipt of complaint to resolution	80	75	77	75	75
Total number of disciplinary actions	0	2	1	2	2

◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of written public information requests	130	150	125	100	100

◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Prompt response to renewal applications with deficiencies (percent)	100	100	100	100	100
Administration as % of total cost	5	7	4	7	7

Agency Summary

BOARD OF OSTEOPATHIC EXAMINERS

Justin Bohall, Executive Director
Phone: (602) 771-2522
A.R.S. §§ 32-1800 et seq.

Mission:

To protect the public health and safety of people in Arizona through the regulation of physicians licensed to practice osteopathic medicine and surgery in the state.

Description:

The Board of Osteopathic Examiners regulates Osteopathic Physicians in Arizona. The Board is responsible for the licensure of Osteopathic Physicians and Residents, the enforcement of standards of practice, and the review and adjudication of complaints. The Board protects the public by setting educational and training standards for licensure and by reviewing complaints made against Osteopathic Physicians, Interns, and Residents to ensure that their conduct meets the standards of the profession, as defined by A.R.S. § 32-1854.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,060.2	1,384.5	1,451.4
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,060.2	1,384.5	1,451.4
FTE Positions	9.0	10.0	10.0

Issue 1 Identifying and resolving pending complaints on a more timely basis. Complete the investigation so they can be resolved more timely by the Board.

Description The Board is continuing to receive a large number of complaints and will need to work to investigate those new complaints as well as existing complaints in a timely manner.

Solutions:

The Board has approved a policy and procedure to streamline the complaints process. The process focuses on internal operations that can be elevated to reduce investigations time. Additionally, staff is restructuring the administrative duties to allow for the Investigator and Medical Consultant to focus on case investigation rather than the administrative items. In FY23, the Agency will hire an additional FTE to assist in the Investigative and Hearings process by aiding in the preparation and organization of documents, legal hearing notices and other administrative items. The Agency is also requested additional funding for the utilization of more Outside Medical Consultants to aid in the adjudication of complaints.

Issue 2 Complaints are taking more than 180 days to resolve and the Auditor General has set a guideline of 180 days or less to resolve complaints. We need to complete our complaint process within 180 days.

Description Our goal is to reduce the average number of days to investigate and resolve a complaint to an average of 180 days or less. We recognize that some complaints, due to the difficulty of the case, require further investigation, evaluation or chart review after the Board reviews the matter initially. We are trying to identify these cases before they go to the Board in anticipation of their request. Other factors such as continuances at the request of the licensee can also extend the timeframes for resolving these cases. With the consolidation of many medical offices, plans and hospitals, we are finding it is more difficult to get timely responses to requests for records and subpoenas. This outside delay is affecting our internal process and slowing down our resolution timeframes.

On average, we should meet the timeframes. Cases that go for an Investigative Hearing or that are sent to the Office of Administrative Hearings can take a longer period of time to resolve as these cases may result in a revocation or a suspension of greater than 12 months of a license. However, we will continue to strive to timely resolve such cases as quickly as possible. We are offering more Consent Agreements for surrender versus taking the matters to hearing.

Again, this is a critical item to our Board as it affects the public and our licensees. When we identify a serious case involving possible immediate danger to the public, the Board addresses these matters on an immediate basis and with possible summary suspensions.

Solutions:

We continue to reduce the outstanding number of complaints and we are receiving a large number of new complaints.

We continue to evaluate our processes to determine if there are methods or processes available to us to increase our complaint resolution rate. The Board has established a new policy and procedure for staff to implement. The goal of this policy will be to reduce case load and investigation time drastically. Staff continues to work towards reducing the average timeframe on complaints however due to increased licensing numbers the number of complaints has also increased. Additionally, the complexity of cases has drastically increase requiring additional time to gather evidence and medical records from an already stretched healthcare system. The Agency is requested additional funding to aid in the reduction of investigative timelines.

Issue 3 Our agency efficiently processes applications while continuing to meet with statute, rule and timeframe requirements. We will evaluate and determine if online applications would be effective and cost efficient for our agency in response to a customer service driven model.

Description The Board strives to make improvements in an processes and policies. Staff has restructured the licensing division and now has two dedicated licensing administrators assisted by a full time staff assistant to process licensing applications.

Solutions:

In July of 2022, The Board launched an online application portal to reduce application delays. The Board plans to migrate to an enhanced database which will allow for the more Applications and processed to be completed online. This will reduce delays in that time-frames and allow for more transparency and more streamlined processes.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	10.0	11.0	11.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,433.6	1,499.6	1,499.6
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To issue and renew licenses promptly and in an effective manner

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of new and existing licenses	4,225	4,500	4,409.00	4,650	4950
Number of applications for new license received (does not include Post Graduate permits or dispensing registrations)	644	500	645	650	700
Number of new licenses issued	628	480	644	550	600
Average days to issue new license	0	3	1	3	3
Explanation: Timeframe to process applications					
Percentage of renewals done online vs. paper/manually	99	99	100	99	99

◆ **Goal 2** To investigate and resolve complaints in a timely manner

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Complaints received	304	310	288	360	360
Complaints investigated	379	300	361	330	330
Licensees who had disciplinary action taken	21	20	15	20	20
Average calendar days to resolve a complaint	146	170	179	180	180
Average calendar days to investigate a complaint	126	120	138	120	120
Number of complaints closed/resolved	304	320	301	330	330

◆ **Goal 3** To administer the agency efficiently and provide customer service to the public

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Administration as percent of total cost	4	8	4	8	8
Customer satisfaction rating (1-8)	8	6	7	6	6

Explanation: changing above from 1-5. A plan was made to move to a 1-8 scale, however that plan was rescinded and we returned to a standard 1-5 scale.

Agency Summary

STATE PARKS BOARD

Bob Broschied, Executive Director
Phone: (602) 542-7107
A.R.S. §§ 41-511 et seq.

Mission:

To manage and conserve Arizona's natural, cultural and recreational resources for the benefit of the people, both in our parks and through our partners.

Description:

Arizona State Parks and Trails (ASPT) protects and preserves 35 State Parks and Natural Areas. The agency also includes the State Trails Program, outdoor-related Grants Program, statewide outdoor recreation planning, the State Historic Preservation Office, and Off-Highway Vehicle Program. ASPT not only promotes physical, spiritual and mental health and wellness within our Arizona communities, we help drive the economy, enhance and protect local communities and cultures.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ PARK DEVELOPMENT AND OPERATION	33,448.7	31,352.6	19,425.1
➤ PARTNERSHIPS AND GRANTS	7,770.2	26,530.7	20,567.8
➤ ADMINISTRATION	2,185.7	2,206.8	2,206.8
Agency Total:	43,404.6	60,090.1	42,199.7
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	9,000.0	6,500.0	0.0
Other Appropriated Funds	19,667.6	19,547.4	20,724.6
Other Non Appropriated Funds	14,737.0	34,042.7	21,475.1
Total Funding	43,404.6	60,090.1	42,199.7
FTE Positions	250.0	250.0	260.0

Vision: Arizona State Parks and Trails is the leader in sustainable outdoor recreation for current and future generations.

Mission: To manage and conserve Arizona's natural, cultural and recreational resources for the benefit of the people, both in our parks and through our partners.

Agency Description: Arizona State Parks and Trails (ASPT) protects and preserves more than 30 state parks and natural areas. The agency also includes the State Trails Program, outdoor-related grants program, statewide outdoor recreation planning, the State Historic Preservation Office (SHPO), and Off-Highway Vehicle (OHV) Program. ASPT not only promotes physical, spiritual and mental health and wellness within our Arizona communities, we help drive the economy, enhance and protect local communities and cultures.

Executive Summary:

In FY22, we began the key statewide planning project - updating our Statewide Comprehensive Outdoor Recreation Plan (SCORP) as required by the National Park Service to receive Land and Water Conservation Funds (LWCF). This project provides the public, land manager and stakeholder community input to identify statewide outdoor recreation priorities, provide guidance for the allocation of resources, collaboration between entities at all jurisdictions (including public and private entities) and draft an implementation plan to ensure that priority issues are addressed by key stakeholders in the next five years.

With the continued record growth in the state's population, our focus on the changing needs of recreational users at parks broadens the agency's role in the Arizona outdoor economy.

Our agency "Breakthrough" of Modernization of Park Operations entered the implementation phase after the selection of a vendor was completed in Q2 of FY22. This enterprise effort provides an integrated reservation system, call center and website.

The agency received significant American Rescue Plan Act (ARPA) funding, enabling the launch of a large number of development projects affecting the entire agency park system. These projects will continue through FY24 and will allow the agency to address some long-term issues and resolve deferred maintenance. These updates will make a huge difference in how we are able to serve our guests and provide exemplary experiences.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start	Progress / Successes
1	Parks - Optimize Park and Trail system vitality	2020	The second (& final) phase of the Park Dossier project is completed with 100% of parks completing and actively using their plans. All agency divisions and parks have a documented update plan to ensure information is kept up to date and relevant. The dossiers aid in prioritization efforts for improvements, including infrastructure, programming, & conservation/stewardship.
2	Partnerships - Grow new, and leverage existing key partnerships to protect the Mission	2020	The agency revised our tribal policy outlining ASPT's commitment to enhance our nation-to-nation relationship with federally recognized tribal governments. Continued to grow relationships with key legislators, legislative staff, and Governor's office, which helped us receive our CIP, ARPA, and grant funding. Enhanced our communication with tribes and tribal organizations to promote our grant funds and encourage participation in our SCORP process. SHPO deployed statewide process improvement for state agency compliance with State Historic Preservation Act, resulting in 63% of agencies having a formalized plan for compliance in place.
3	a) People - Workforce Create an environment to cultivate high performing and engaged workforce	2020	Partnering with ADOA, updated 150 positions to the new Ranger series. The updated classifications provide a clear career path to improve employees skills and create subject matter experts to boost employee engagement and maintain strong customer service. Agency participation rate for the 2022 engagement survey rose from 63% in 2021 to 77% in 2022. Six SHPO employees participated in a multistate best practice forum with NM SHPO at the 4/22 AZ/NM Joint History Conference. Park visitation remains high, exceeding monthly targets. The VOC feedback continues to consistently exceed the 90% satisfaction target. Visitor profiles by park, from the Visitor Survey effort, will be completed and published by the close of FY22.
	b) People - Customer Deliver exceptional outdoor recreation experiences to highly satisfied & engaged visitors	Split out in 2022	
4	Pocketbook - Maximize financial sustainability and revenue growth	2020	The "Go-Live" date for the new reservation system and website is 8/1 (Breakthrough project). New Park Store fund provided resources for additional resale inventory, resulting in a better experience for park visitors and increased Park Store sales (up by approx. 50%).

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Improve reliability and compliance, and reduce risk of agency core business processes (Breakthrough FY23)	% Resolution of Sunset Audit findings	<ul style="list-style-type: none"> Prioritize actionable Sunset Audit findings based on risk and capability Create and execute project implementation plan
1	Complete deployment of new Reservation System and Website	% completion of website/reservation system post go-live transition plan tasks	<ul style="list-style-type: none"> Manage implementations according to schedule and close out project Execute communications plan to educate and inform the public about changes to the reservation system and enhanced features now available.
2	Increase inter-agency and community partnerships	# of NEW (not existing) partnership meetings	<ul style="list-style-type: none"> Standardize key messaging and provide one resource (azstateparks.com) for cross-jurisdictional programs and information. Partner with state agencies to promote outdoor activities in state parks and amplify messaging about outdoor recreation. Develop joint programming with established and new organizations
3a	Increase Employee Engagement	# Positions with defined career path	<ul style="list-style-type: none"> Define career path for position classifications
		# Employee regrettable attrition	<ul style="list-style-type: none"> Analyze FY22 Engagement Survey results; create and implement plan to address obstacles to engagement
3b	Administer new or expanding funds (e.g. Heritage Park Store, AZ Trail, SLIF)	\$ awarded	<ul style="list-style-type: none"> Grant \$11,682,000 by end of FY23
3b	Complete update of the Statewide Comprehensive Outdoor Recreation Plan (federally required for eligibility for LWCF dollars)	% Project Milestone completion on schedule	<ul style="list-style-type: none"> Manage public comment period of Draft SCORP Draft Open Project Selection Criteria document based on SCORP Themes Final SCORP document with plan for SCORP priorities; gain approvals & implement plan Governor's execution/signature and National Park Service approval
4	Execution of Project Plans managing CIP and ARPA (including ARPA-funded ADA projects)	% Milestones completion on schedule	Execute plan to prioritize needs for infrastructure improvements leveraging LWCF & ARPA funds
4	Streamline the statewide outdoor recreation planning process	# Documented process steps reduced	<ul style="list-style-type: none"> Conduct a formal effort (RFI) to identify other possible options/models for conducting statewide recreation planning. Evaluate options based on financial and other measures of feasibility

5 Year Plan

Issue 1 Parks - Optimize Park and Trail System Vitality

Description Development of the framework for individualized integrated park plans ("Park Dossier") was completed by a team of field and central office employees and deployed to each park. The completed document will provide each park with compliance obligations, infrastructure needs, emergency procedures, strategic marketing plan, and standard work and will provide a baseline for improvement priorities and future investments.

Solutions:

Improve reliability and compliance, and reduce risk of agency core business processes (Breakthrough FY23)

Complete deployment of new Reservation System and Website

Issue 2 Partnerships - Grow new, and leverage existing key partnerships to protect the Mission.

Description The agency revised our tribal policy outlining ASPT's commitment to enhance our nation-to-nation relationship with federally recognized tribal governments. Continued to grow relationships with key legislators, legislative staff, and Governor's office, which helped us receive our CIP, ARPA, and grant funding. Enhanced our communication with tribes and tribal organizations to promote our grant funds and encourage participation in our SCORP process. SHPO deployed statewide process improvement for state agency compliance with State Historic Preservation Act, resulting in 63% of agencies having a formalized plan for compliance in place.

Solutions:

Increase inter-agency and community partnerships

Issue 3 People -Workforce Create an environment to cultivate high performing and engaged workforce (3a)

People -Customer Deliver exceptional outdoor recreation experiences to highly satisfied & engaged visitors (3b)

Description Partnering with ADOA, updated 150 positions to the new Ranger series. The updated classifications provide a clear career path to improve employees skills and create subject matter experts to boost employee engagement and maintain strong customer service. Agency participation rate for the 2022 engagement survey rose from 63% in 2021 to 77% in 2022. Six SHPO employees participated in a multistate best practice forum with NM SHPO at the 4/22 AZ/NM Joint History Conference. Park visitation remains high, exceeding monthly targets. The VOC feedback continues to consistently exceed the 90% satisfaction target. Visitor profiles by park, from the Visitor Survey effort, will be completed and published by the close of FY22.

Solutions:

3a-Workforce

Increase Employee Engagement

3b-Customer

Administer new or expanding funds (e.g. Heritage Park Store, AZ Trail, SLIF)

Complete update of the Statewide Comprehensive Outdoor Recreation Plan (federally required for eligibility for LWCF dollars)

Issue 4 Pocketbook -Maximize financial sustainability and revenue growth

Description The "Go-Live" date for the new reservation system and website is 8/1 (Breakthrough project). New Park Store fund provided resources for additional resale inventory, resulting in a better experience for park visitors and increased Park Store sales (up by approx. 50%).

Solutions:

Execution of Project Plans managing CIP and ARPA (including ARPA-funded ADA projects)

Streamline the statewide outdoor recreation planning process

Program Summary

PARK DEVELOPMENT AND OPERATION

Bonnie Sposato, Strategic Planner
 Phone: (602) 542-6931
 A.R.S. §§ 41-511 et. seq.

Mission:

To conserve Arizona’s natural and cultural resources and provide enjoyable, safe, and sustainable outdoor recreation opportunities that educate and inspire current and future generations.

Description:

Arizona State Parks and Trails (ASPT) protects and preserves 35 State Parks and Natural Areas. The agency also includes the State Trails Program, outdoor-related Grants Program, statewide outdoor recreation planning, the State Historic Preservation Office, and Off-Highway Vehicle Program. ASPT not only promotes physical, spiritual and mental health and wellness within our Arizona communities, we help drive the economy, enhance and protect local communities and cultures.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	9,000.0	6,500.0	0.0
Other Appropriated Funds	18,163.4	18,023.9	19,201.1
Other Non Appropriated Funds	6,285.3	6,828.7	224.0
Total Funding	33,448.7	31,352.6	19,425.1
FTE Positions	212.0	212.0	222.0

◆ **Goal 1** To increase visitation to 3,015,951 in FY22.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Increase visitation by 3% in FY23.	2986090	3015951	3142906	3150000	0

◆ **Goal 2** To optimize park and trail system vitality.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent (%) of Parks with Completed Park Plans (Park Dossiers)	0	100	100	0	0
Percent Positive Customer (Park Visitor) Experience.	90	90	91	0	0
% Resolution of Sunset Audit findings	0	0	0	95	0
% of defect resolution within timeframe.	0	0	0	95	0

*Monitoring step of prior years breakthrough implementation project.

◆ **Goal 3** To maximize financial sustainability and revenue growth

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
To increase agency (SPRF) revenues by 3% FY23.	22,734.6	23,100.0	22350.9	22350.9	0
% Milestone completion on schedule	0	0	0	90	0
# Documented improved processes	0	0	0	5	0

Program Summary

PARTNERSHIPS AND GRANTS

Bonnie Sposato, Strategic Planner
 Phone: (602) 542-6931
 A.R.S. §§ 41-511 et. seq.

Mission:

To conserve Arizona's natural and cultural resources and provide enjoyable, safe, and sustainable outdoor recreation opportunities that educate and inspire current and future generations.

Description:

Arizona State Parks and Trails (ASPT) protects and preserves 35 State Parks and Natural Areas. The agency also includes the State Trails Program, outdoor related Grants Programs, statewide outdoor recreation planning, the State Historic Preservation Office, and Off-Highway Vehicle Program. ASPT not only promotes physical, spiritual and mental health and wellness within our Arizona communities, we help drive the economy, enhance and protect local communities and cultures.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	16.7	16.7	16.7
Other Non Appropriated Funds	7,753.5	26,514.0	20,551.1
Total Funding	7,770.2	26,530.7	20,567.8
FTE Positions	18.0	18.0	18.0

◆ **Goal 1** To grow new, and leverage existing key partnerships to maximize ROI

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent (%) of Statewide Comprehensive Outdoor Recreation Plan (SCORP) Project Progress Against Schedule.	0	90	98	100	0
Total new or expanding funds allocated (Heritage, AZ Trail, SLIF not including ARPA Heritage Funds). \$9.25 Million	0	9,250,000	9432346	11682000	0
# Partnership agreements	0	0	1	6	0

Program Summary

ADMINISTRATION

Bonnie Sposato, Strategic Planner
 Phone: (602) 542-6931
 A.R.S. §§ 41-511 et. seq.

Mission:

To conserve Arizona's natural and cultural resources and provide enjoyable, safe, and sustainable outdoor recreation opportunities that educate and inspire current and future generations.

Description:

Arizona State Parks and Trails (ASPT) protects and preserves 35 State Parks and Natural Areas. The agency also includes the State Trails Program, outdoor related Grants Programs, statewide outdoor recreation planning, the State Historic Preservation Office, and Off-Highway Vehicle Program. ASPT not only promotes physical, spiritual and mental health and wellness within our Arizona communities, we help drive the economy, enhance and protect local communities and cultures.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,487.5	1,506.8	1,506.8
Other Non Appropriated Funds	698.2	700.0	700.0
Total Funding	2,185.7	2,206.8	2,206.8
FTE Positions	20.0	20.0	20.0

◆ **Goal 1** To report the number of regrettable attrition

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of employees lost to regrettable attrition	44	12	59	12	0

◆ **Goal 2** To track number of Agency FTEs.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of FTEs at the end of the fiscal year.	231	250	243	250	0

◆ **Goal 3** To create an environment to cultivate a highly engaged workforce

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of Volunteer Needs Met	0	0	0	90	0
Percent of Project Completed.	90	90	85	0	0

New metric tracking focus will be on error resolution of website and reservation system.

Number of positions classifications with a defined career path.	0	100	3	8	0
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(This strategy was changed from a percent of workforce to number of position classifications.)

Percent (%) of Leadership Development Program project progress against schedule.	0	90	90	90	0
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Agency Summary

PERSONNEL BOARD

Robin Van Staeyen, Executive Director

Phone: (602) 542-3888

A.R.S. §§ 41-781, 41-782, 41-783 and 38-531 et seq.

Mission:

To provide an efficient and impartial hearing process while carrying out the Board's statutory mandate to hear and review disciplinary appeals and whistleblower complaints filed by covered State employees, former State employees, and other individuals referenced in statute.

Description:

The State Personnel Board is responsible for hearing and reviewing, via an administrative hearing process, appeals filed by covered State employees who have been dismissed from State service, suspended for more than 80 working hours, or involuntarily 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 whether proper discipline has been imposed.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	553.9	345.0	345.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	553.9	345.0	345.0
FTE Positions	2.0	2.0	2.0

5 Year Plan

Issue 1 Fair, impartial, and expeditious hearing process

Description The State Personnel Board is responsible for hearing and reviewing, via an administrative hearing process, appeals filed by covered state employees who have been dismissed from covered state service, suspended for more than 80 working hours, or involuntarily 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.

Solutions:

The Board finds that the statutory timeframe of thirty (30) days for holding a hearing for an appeal or complaint from the date it is filed is unrealistic. Therefore, in an attempt to limit continuances so appeals and complaints are completed as expeditiously as possible, the Board is considering changing the statute to add additional time to allow for the parties to prepare for the hearing and to also consider the parties' input for scheduling the date of the hearing. Once statute is changed it is more likely that the Board will meet the objective of expediting the process with less continuances.

Currently, the stakeholders are only provided a survey after a case has gone to hearing in order to ascertain deficiencies in the hearing process and make improvements. However, many cases are dismissed and never reach the hearing process; therefore, there is valuable input lost as to the services that were or perhaps were not provided to the stakeholders even without a hearing. The Board is in the process of posting a survey on their website that can be prepared and submitted to the Board at any phase of the process so all aspects of service provided to stakeholders can be collected and evaluated for potential improvements.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	2.0	2.0	2.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	345.0	345.0	345.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To provide state agencies and employees/citizens with a fair and efficient administrative hearing process.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of appeals/complaints filed	12	10	1.0	5.0	5.0
Hearing days	2.5	3	1.0	2.0	2.0
Average days from receipt of an appeal/complaint until the Board issues a final order	63	115	125.0	115.0	115.0
Average cost of an appeal/complaint (dollars)	1,434	2,000	994	1500	1500

◆ **Goal 2** To ensure customer/client satisfaction with process.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of cases appealed to Superior Court	1	1	2	1	1
Number of cases remanded from court	0	1	1	1	1
Percent of customers rating overall hearing process as good to excellent	0	0	0	0	0

◆ **Goal 3** To continuously implement changes that will increase effectiveness and internal capacity to deliver services.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of training classes attended by staff	1	1	1	1	1

Agency Summary

BOARD OF PHARMACY

Kam Gandhi, Executive Director

Phone: (602) 771-2740

A.R.S. §§ 32-1902 and 32-1904 et seq.

Mission:

To protect the health, safety, and welfare of the citizens of Arizona by regulating the practice of pharmacy and the distribution, sale, and storage of prescription medications and devices and non-prescription medications.

Description:

The Board of Pharmacy has four primary functions. The first is to issue licenses to pharmacists, pharmacy interns, and pharmacy technicians. Additionally, it is responsible for issuing permits to pharmacies, manufacturers, wholesalers, and distributors. The Board also conducts compliance inspections of permitted facilities and investigates complaints and adjudicates violations of applicable State and federal laws and rules. The Board promulgates and reviews State rules and regulations in regard to the industry. The Board oversees the Controlled Substance Prescription Monitoring Program (CSPMP), which is a tool that enables practitioners to prescribe appropriately.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	3,605.9	3,537.0	4,466.2
Other Non Appropriated Funds	1,960.6	0.0	0.0
Total Funding	5,566.5	3,537.0	4,466.2
FTE Positions	25.4	25.4	31.4

5 Year Plan

Issue 1 Drug Supply Chain Securities Act (DSCSA)

Description All product via prescription grade or OTC should be trackable and traceable. This process will require ASBP to revisit existing language to mirror federal guidelines. The ultimate goal is to eliminate counterfeit drugs from entering the supply chain.

Solutions:

More detailed inspections monitoring accurate records.

Authority to visit and inspect location that are not currently permitted through ASBP

Ensure permitted locations are only doing business with permitted locations.

Issue 2 Growth and modernization of sterile drug compounding pharmacies without oversight from the U.S. Food and Drug Administration. Epidemic situation with Controlled Substance Abuse. Making the CSPMP database the best in the industry to help with the opioid over use situation.

Description Operated by licensed pharmacists, compounding pharmacies are regulated by State Boards of Pharmacy and are not regulated by the U.S. Food and Drug Administration (FDA) as they are not viewed as drug manufacturers under federal law. Compounding pharmacies have modernized since most compliance officers graduated. Specialized training is required to fulfill the mission of the Board and protect the health, safety and welfare of Arizona consumers. Compounding pharmacies produce and distribute sterile drugs including injectable steroids, eye drops, etc. If compounding is performed incorrectly, contamination can occur which can lead to serious health risks for consumers. Disease outbreaks due to contamination have made headlines in recent years across the country, including a fungal meningitis outbreak in 2012 that sickened 680 people and was linked to injectable steroid medication produced by a compounding pharmacy in Massachusetts.

Prescription controlled substance abuse has become a national epidemic. Ninety % plus of the controlled substances prescribed and use takes place in the United States.

Solutions:

1. Provide compliance officers with specialized training in modern compounding practices in order to effectively monitor and regulate sterile drug compounding.
2. Engage with the National Association of Boards of Pharmacy to support federal legislation requiring compounding permits for compounders who wish to practice outside the scope of traditional pharmacy practice.
3. Educate prescribers on utilization of the controlled substance prescription monitoring program (CSPMP)
4. Encourage utilization of the CSPMP for better patient care.
5. Market/Educate/Train practitioners on the Mandate of using the CSPMP and the benefits to the patients.
6. Expand the ease of use of CSPMP by putting together a task force to have constant feedback on improvements to the CSPMP.

Issue 3 Continue the efforts on the Opioid Crisis

Description Opioid prescribing and dispensing has been identified to be the cause of many overdoses. The CSPMP database is designed to help make smarter decisions when prescribing and dispensing.

Solutions:

1. Add to the inspection process, utilization of the CSPMP by pharmacists.
2. Cooperate with law enforcement on investigations.
3. Cooperate with professional agencies on investigations.
4. Continue to educate and create awareness on the benefits of using the CSPMP

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	32.0	32.0	32.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	4,500.0	4,500.0	45,000.0
Non-Appropriated Funds	500.0	500.0	500.0
Federal Funds	1,200.0	1,200.0	1,200.0

- ◆ **Goal 1** To ensure that licenses and permits are only granted to US citizens/lawful residents who are competent applicants with high standards of professional and ethical conduct.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Disciplinary actions/100 Registered Pharmacists & Technicians. Currently there are 11,000 pharmacist, 11,000 technicians and 8,000 technician trainees.	.5	.5	.016	.02	.02
Complaints per 100 practitioners (Pharmacists & Technicians)	.5	.5	0.016	.02	.02
Quarterly writing and distributing newsletters to all interested parties by listserve. Subscription can be added or deleted online.	4	4	4	4	4
Disciplinary actions required to be published by statute are also contained in each newsletter.					
Board Meetings	18	12	12	12	12
Miles Driven-Inspections	0	125,000	104783	125000	125000
Pharmacies-Inspections	1483	1500	1958	2000	2000
Explanation: reduced staff for 1/2 of the fiscal year					
Compressed medical gas suppliers & distributors-Inspections	450	550	239	300	300
Wholesaler-Inspections	105	100	108	100	100
Re-inspections	29	50	38	50	50
Total number of inspections conducted	2143	2200	2419	2200	2400

◆ **Goal 2** To maintain a comprehensive electronic Controlled Substance Prescription Monitoring Program.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Use prescription monitoring program fund to maintain and improve prescription monitoring program approved by legislature in 2007. In 2017 CSPMP underwent a State Wide Integration process. This will allow all practitioners and dispensers to readily retrieve patient CSPMP profiles.	1,900,000	1,900,000	1623937	1,900,000	1900000
Explanation: Maintain and Improve the prescription monitoring program					
Length of time in hours required to provide reports pertaining to suspect activity to requestor (practitioner, law enforcement agency).	1,500	2,000	2500	2,000	2500
About how many licensed PRESCRIBERS were there?	38,968	39,000	40512	41000	41000
About how many licensed/permitted DISPENSERS were there?	8,012	8,300	8237	8,300	8300
for PRESCRIBERS: How many solicited reports were produced?	5,980,313	6,000,000	6735814	6800000	7000000
For PRESCRIBERS: How many unsolicited reports were produced?	847,716	850,000	930824	950000	950000
for DISPENSERS: How many solicited reports were produced?	4,719,729	5,000,000	4781946	5000000	5000000
For Law Enforcement INVESTIGATIONS OR COMPLAINTS or Court Order: How many solicited reports were produced?	136	150	1787	1600	1600
For Professional Licensing Board INVESTIGATION OR COMPLAINTS: How many solicited reports were produced?	804	800	887	1000	1000
For Professional Licensing Board INVESTIGATIONS OR COMPLAINTS: How many unsolicited reports were produced? A report is submitted to the appropriate agency and that report consists of each individual prescriber that in not registered.	1	1	9500	7500	7500

Agency Summary

BOARD OF PHYSICAL THERAPY EXAMINERS

Judy Chepeus, Executive Director
Phone: (602) 271-7365
A.R.S. § 32-2001

Mission:

To protect the public from the incompetent, unprofessional, and unlawful practice of physical therapy. The Arizona Physical Therapy Practice Act establishes the standards for the practice of physical therapy, continuing competence and testing, and defines the scope and limitations of practice. The Board licenses and certifies qualified applicants as physical therapists and physical therapist assistants; and receives, investigates and adjudicates complaints against licensees and certificate holders.

Description:

The Board of Physical Therapy Examiners licenses physical therapists, certifies physical therapist assistants, registers physical therapy business entities, investigates and adjudicates complaints, assesses continuing competence, and enforces the standards of practice for the physical therapy profession. The Board also regulates business entities that provide physical therapy services.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	453.4	630.9	635.3
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	453.4	630.9	635.3
FTE Positions	4.0	4.0	4.0

Issue 1 Evaluate the qualifications of applicants for licensure and certification; and provide for national examinations for physical therapists and physical therapist assistants and adopt passing scores for these examinations.

Description a. The national examinations for physical therapist and physical therapist assistants have been changed from tests given on a continuous basis on almost every day of the year to tests provided only four times each year.
b. The Board has seen an increase in the number of applications filed over time more than doubling the total number of licensed physical therapists and certified physical therapist assistants practicing in Arizona since fiscal year 2013.

Solutions:

The Board of physical therapy continues addressing the need for improved processes to manage the increased number of applicants, fixed date national tests, and the variety of practice options within Arizona.

- a. On March 15, 2012, changes in the timing of allowing applicants to attempt passage of their national examinations were signed into law. A.R.S. § 32-2024 was modified to allow applicants to test for their national examinations before completing their full educational programs, which allows increased options in taking one or more of the four tests allowed per year.
- b. In 2018 the Board acquired the enterprise solution / e-Licensing software to enhance online access to Board services including, applications, service requests, directory searches, and payment processing.
- c. In August 2019, to improve processing times, the Board voted to enable the Executive Director to approve applications that are free from issues requiring Board review and approval.
- d. In 2023, following legislative action, the Board will update the e-Licensing software to the Thentia Cloud solution. The update is expected to allow for more agency specific processing than was achievable through the enterprise solution.

Issue 2 Regulate the practice of physical therapy by interpreting and enforcing this chapter.

Description a. The Board receives between 40 and 70 complaints per year.
b. The Board maintains .5 FTE to investigate all complaints received against physical therapists, physical therapist assistants, and business entities.
c. The Board has seen an increase in the complexity of the cases. The Board believes its efforts at education of students, licensees, and certificate holders is contributing to more public awareness of laws and rules governing the practice of physical therapy in Arizona.

Solutions:

As a result of staffing changes, the Board currently employs a .25 FTE investigator and seeks to add additional investigative personnel. Additional staff will return the Board to the desired .5 FTE and will assist the Board's efforts to investigate and adjudicate within the 180 day recommended time frame.

Issue 3 Establish the mechanisms for assessing continuing professional competence of physical therapists to engage in the practice of physical therapy and the competence of physical therapist assistants to work in the field of physical therapy.

Description a. The Board of physical therapy currently requires licensed physical therapist and certified physical therapist assistants to complete continuing competence activities during each compliance period.
b. Physical therapists must earn 20 contact hours and physical therapist assistants must earn 10 contact hours of continuing competence.
c. The compliance period is two years in length, beginning September 1 of an even numbered year and ending August 31 of the next even numbered year.

Solutions:

Physical therapists and physical therapist assistants are audited in odd fiscal years.

Issue 4 Demographic Analysis Report

Description Beginning with renewal period 2018-2020 and continuing with the 2020-2022 renewal period, the Board of Physical Therapy collected demographic information on all licensee and certificate holders as part of the renewal process. Preliminary information has been analyzed into a comprehensive report that is available on the Board's website. Demographic data from subsequent renewal periods will be analyzed and compared to previous cycles to assist in identifying trends.

Solutions:

- To identify regions of the state with decrease in access to physical therapy resources and services.
- Identify geographic distribution of physical therapist and physical therapist assistants.
- Identify educational level of physical therapists and physical therapist assistants
- Identify workforce by age
- Determine ethnicity of licensed physical therapists and certified physical therapist assistants.
- Determine work environment distribution

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	4.5	4.5	4.5
General Fund	0.0	0.0	0.0
Other Appropriated Funds	630.9	630.9	630.9
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

- ◆ **Goal 1** To efficiently process licensure and certification applications.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of physical therapist licenses or physical therapist assistant certificates issued within the required time frames to eligible applicants.	100	100	100	100	100
Explanation: Agency complies with A.A.C. R4-24-209, Time Frames for applications.					
Number of new licenses or certificates issued	1311	1480	832	875	875
Average time, in calendar days, between receipt of completed application to issuance or denial of licensure or certification.	1	1	3	3	3
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	0	0	0
Explanation: Agency tracks and reports number of applications denied.					
Number of licenses/certificates renewed	10,079	0	N/A	7,500	N/A
Explanation: The renewal cycle occurs every other year, in odd-numbered fiscal years.					
Number of applications received	1311	1,480	904	951	951
Percent of Board meetings conducted within appropriate time frames	100	100	100	100	100
Explanation: Agency schedules and conducts Board meetings in order to comply with administrative rules for substantive review for applications, as well as for internal policies addressing complaint initial reviews and hearings.					

◆ **Goal 2** To investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of complaints investigated	100	100	100	100	100
Explanation: Percent of complaints over which the Board has jurisdiction investigated.					
Percent of unlawful practice investigations over which the Board has jurisdiction investigated.	100	100	100	100	100
Explanation: Percent of unlawful practice investigations over which the Board has jurisdiction investigated.					
Total number of complaints received	49	60	47	65	55
Total number of disciplinary actions issued	31	40	7	40	30
Explanation: Total number of disciplinary actions issued.					
Number of licenses suspended/revoked/voluntarily surrendered	7	6	3	5	5
Explanation: Number of licenses suspended/revoked/voluntarily revoked					
Total number of unlawful practice investigations received by the Board for investigation	12	1	0	15	0
Explanation: Total number of unlawful practice investigations received by the Board for investigation					

◆ **Goal 3** To provide accurate information, with the highest quality customer service, to all requests from citizens, licensees, health care organizations, and public agencies for public records information and license verifications.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of requests for license verifications processed and issued within 15 days of receipt	100	100	93	100	100
Explanation: Board staff prepares licensure verifications continually in an effort to minimize wait time.					
Number of formal verifications of licensure prepared and issued.	489	500	496	500	500
Explanation: Board staff tracks and reports the number of requests received.					
Number of written requests for public records received.	26	30	36	30	30
Explanation: Agency tracks and reports the number of public records requests filed.					
Average number of business days to process written requests for public records	5	5	5	5	5
Explanation: Agency tracks and reports the number of days required to process requests for copies of the public record.					
To achieve an average score of 6.0 on a scale of 0 to 8.0 on the agency's customer satisfaction survey.	7	8	0	7	7
Explanation: Due to systems platform change FY 2022 data is currently irretrievable. The satisfaction survey has been resumed for FY 2023					

- ◆ **Goal 4** To assess the continuing competence (continuing education) of physical therapist licensees and physical therapist assistant certificate holders selected through random audit.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of physical therapist licensees whose continuing competence records were successfully audited by the Board for compliance.	5	0	N/A	2	N/A

Explanation: Audits will be completed in FY 2023 at a level determined by the Board which is consistent with the level of resources available.

Percent of continuing competence audit notices sent within 60 calendar days following the license renewal deadline. The audit is done every two years following renewal. Some years will have no results.	100	0	N/A	100	N/A
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Explanation: Percent of continuing competence audit notices sent within 60 calendar days following the license renewal deadline

Agency Summary

PIONEERS' HOME

Jessica Sullivan, Superintendent
Phone: (928) 277-2763
A.R.S. § 41-921

Mission:

To provide a home for Arizona pioneers and disabled miners that delivers the optimal physical, emotional, and spiritual care in a homelike and compassionate environment. Quality of care is provided in a professional manner, protecting dignity and honoring the personal directives of each resident while considering the uniqueness of each individual.

Description:

The Arizona Pioneers' Home is a continuing care retirement home that serves 105 Arizona pioneers and disabled miners. The Arizona Pioneers' Home was established in 1909 by the territorial government of Arizona as a home for the aged and infirm to repay the faithful and longtime Arizona residents who helped pioneer and build the state. It opened its doors in 1911. In 1929, the scope of the home was broadened to serve also as Arizona's hospital for disabled miners. We operate in accordance with the Department of Health Services residential facilities licensing standard. Pioneers' Home employees provide direct nursing care, food service, activities, social services, housekeeping, laundry, maintenance, and business and administrative services and support to the residents, through modeling best practices. The unique skills and knowledge that our employees contribute to the Pioneers' Home is what allows us to better serve our residents as individuals.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	6,841.7	8,343.3	8,933.3
Other Non Appropriated Funds	700.8	0.0	0.0
Total Funding	7,542.5	8,343.3	8,933.3
FTE Positions	106.3	107.3	107.3

5 Year Plan

Issue 1 To ensure restoration and preservation of the Arizona Pioneers' Home

Description Resolve priorities identified in the Facility Assessment report

Solutions:

Develop and implement a plan to ensure that internal and external restoration and preservation priorities are completed

Issue 2 To increase efficiency and effectiveness of operations

Description Modernize technology

Continue implementation of Arizona Management System (AMS)

Solutions:

Upgrade and integrate technology into Pioneers' Home processes

Adopt an AMS roadmap

Issue 3 To optimize communication and marketing to increase awareness, partnerships and admissions

Description Develop and implement a marketing plan

Increase marketing reach

Solutions:

Develop and incrementally implement a clear and concise plan for managing social media with event planning and community news, including accountability and ownership of social media platforms

Implementation of marketing plan

Issue 4 To provide quality care and resident services that exceed the highest and best practice standards for assisted living facilities

Description Increase resident satisfaction

Increase retention of current employees

Solutions:

Administer the resident survey, analyze results, and address areas of concern

Analyze the results of the employee engagement survey and address areas of concern

Issue 5 To build a culture of highly engaged employees

Description Increase individual employee Annual AZ Performs Evaluation score

Increase Employee Engagement Survey participation

Solutions:

Offer training and educational opportunities that benefit both the employee and the Home

Expand and promote the Employee Recognition Committee to include additional members from each department in order to provide additional opportunities for appreciation

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	106.0	106.0	106.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	8,443.3	8,543.3	8,643.3
Non-Appropriated Funds	300.0	300.0	300.0
Federal Funds	0.0	0.0	0.0

- ◆ **Goal 1** To provide quality care and resident services that exceed the highest and best practice standards for Assisted Living Facilities

The Arizona Pioneers' Home will hire and retain only the best staff available ensuring that the standard is in line with the Arizona Revised Statutes, Arizona Department of Health and Arizona Administrative Code

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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The Pioneers' Home will have no greater than 3 deficiencies at annual survey by the Arizona Department of Health Services.	3	3	1	3	3
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Explanation: No greater than 3 deficiencies per annual survey

- ◆ **Goal 2** To build a culture of highly engaged employees

- ◆ **Goal 3** To optimize communication and marketing to increase awareness, partnerships, and admissions

- ◆ **Goal 4** To increase efficiency and effectiveness of operations

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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Average census	64	90	0	90	0
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Explanation: Expect decrease due to covid

Monthly cost per resident (in dollars)	5800	5800	0	5800	0
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- ◆ **Goal 5** To ensure restoration and preservation of the Arizona Pioneers' Home

Agency Summary

BOARD OF PODIATRY EXAMINERS

Heather Broaddus, Executive Director
Phone: (602) 542-8151
A.R.S. § 32-801 et seq.

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 State Board of Podiatry Examiners licenses and regulates Doctors of Podiatric Medicine who practice in the diagnosis and treatment of the foot, ankle, and lower leg. The Board evaluates the professional competence of Podiatrists seeking to be licensed in the State of Arizona. Further, the Board investigates complaints made against practitioners, holds hearings, monitors the activities of its licensees, and enforces the standards of practice for the podiatric profession as set forth by law.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	167.6	185.8	197.7
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	167.6	185.8	197.7
FTE Positions	1.0	1.0	1.0

5 Year Plan

Issue 1 Seek rule moratorium exemption to amend fees to better support board operations.

Description Fees are set by statute and promulgated in rule. The Board has room under its statutory authority to increase the fees for licensing.

Solutions:

The Executive Director has submitted an exemption request to the rule-making moratorium to the Governor's Office to increase the annual renewal fee. The Governor's Office did not approve the exemption request to increase fees. The Board will continue to look at increasing the annual renewal fee.

Issue 2 Seek opportunities to update/amend the Board's statutes and rules through either legislation or rule making.

Description The current statutes and rules are dated and there are several areas where improvement is needed.

Solutions:

The Executive Director has submitted an exemption request to the rule-making moratorium to the Governor's Office. A rule-package will become effective September 2020 that will update the Board's rules.

The Board ran legislation in 2020 to update the Board's statutes but all non-essential Bills were stalled. The Board will look at running legislation in 2021 to update the Board's statutes.

Issue 3 Seek to improve the new eLicensing database without expending excessive funds.

Description The Board of Podiatry Examiners currently has a new eLicensing database (established May 2018). The database has deficiencies such as it is not capable of printing documents that look professional. Cost continues to be an issue with the system which impacts the Board's fund and in turn, the Board's constituents.

ADOA/ASET is not sufficiently staffed to support all the agencies that utilize the eLicense system.

Solutions:

The Board will continue to work alongside ADOA ASET, the vendor, and the other impacted Boards to identify how to implement a working eLicensing system that is a benefit to the state.

Issue 4 Digitization

Description Although Licensees and Applicants are able to apply for a new application or a renewal application through the eLicense system, the Board is not completely paperless. Digitization would improve the efficiency of the Board as well as decrease paper usage.

Solutions:

Research cost of digitization. Research state contracted vendors.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	1.0	1.0	1.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	197.7	197.7	197.7
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To ensure that licenses are granted or renewed to qualified podiatrists.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
New licenses issued	35	40	33	40	40
Renewal licenses issued	455	455	479	455	455
Average overall timeframe to process initial application	20	17	32	17	17
License applications received	32	32	39	39	39
Active licensees	477	490	508	508	508

◆ **Goal 2** To efficiently investigate complaints pursuant to the Board's statutes and rules

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of complaints opened	29	32	21	32	30
Number of complaints resolved	25	24	26	24	26
Average number of calendar days to resolve a complaint	139	141	184	141	184

◆ **Goal 3** To effectively and accurately respond to public record requests

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of written public information requests received	14	12	9	12	10

Agency Summary

POWER AUTHORITY

Jordy Fuentes, Executive Director
 Phone: (602) 368-4265
 A.R.S. §§ 30-101 et seq.

Mission:

To responsibly administrate the Hoover Power allocation to the State of Arizona. In fulfilling this responsibility, the Power Authority strives 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 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.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	24,056.4	19,207.7	19,207.7
Total Funding	24,056.4	19,207.7	19,207.7
FTE Positions	5.0	5.0	5.0

5 Year Plan

Issue 1 Costs of generation and transmission resources

Description Maintaining or reducing costs of generation and transmission resources.

Solutions:

To keep future power costs to a minimum, we will continue to analyze cost of service studies and other factors affecting the cost of power from Hoover Dam.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	5.0	5.0	5.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	19,104.3	19,104.3	19,104.3
Federal Funds	0.0	0.0	0.0

◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Hoover annual revenue requirements (in thousands).	69,749	72,001	67356	72703	76008

◆ **Goal 2** To analyze and critically review the transmission system costs and other factors associated with the delivery of Hoover power.

- ◆ **Goal 3** To ensure the Power Authority has the opportunity to coordinate and cooperate with Federal agencies to supply and deliver Hoover power to the Authority's customers in the State of Arizona.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Customers purchasing power from Arizona Power Authority	63	63	63	63	63

Agency Summary

BOARD FOR PRIVATE POST-SECONDARY EDUCATION

Kevin LaMountain, Executive Director
 Phone: (602) 542-5716
 A.R.S. §§ 32-3001 et seq.

Mission:

To protect the health, safety, and welfare of the public by regulating private postsecondary educational institutions and providing services to their students.

Description:

The Board for Private Postsecondary Education licenses and regulates 235 private postsecondary educational institutions that serve approximately 220,000 students annually. The Board determines compliance, investigates complaints and violations, and takes disciplinary action. The Board also administers the Student Tuition Recovery Fund, which provides financial restitution to students injured by private postsecondary institutional closures and provides students access to their educational records.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ LICENSING AND REGULATION	339.9	453.8	552.7
➤ STUDENT TUITION RECOVERY FUND	261.2	270.5	270.5
Agency Total:	601.1	724.3	823.2
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	339.9	453.8	552.7
Other Non Appropriated Funds	261.2	270.5	270.5
Total Funding	601.1	724.3	823.2
FTE Positions	5.5	6.0	7.0

5 Year Plan

Issue 1 Maintaining effective and efficient regulation of the private postsecondary education sector.

Description The PPSE Board was established by the State Legislature in 1970 to license and regulate private institutions offering vocational and degree-granting programs. The programs offered by the private postsecondary educational institutions range from dog grooming to a Ph.D. in many fields, including Juris Doctorate and a Doctor of Dental Medicine. The programs are offered campus-based, online or a combination of both.

Solutions:

Strategies:

1. Improve and enhance the e-Licensing platform to streamline the licensing processes (renewals and all supplemental license applications for new programs, change of locations, change of owners or change of name) for both licensees and Board staff.
2. Pursue legislative changes to increase fees. The fund balance will continue to decline if action is not taken
3. Improve knowledge and breadth of understanding in the increasing complex federal regulations and accrediting standards.
4. Work with licensed institutions to improve policies and procedures to improve the operation of the institution and to the benefit of the students.
5. Continue to serve with the Community Colleges and the State University on the AZ-SARA Council.

Issue 2 Improve Regulatory Rules and Processes

Description

The PPSE Board acts on new institutional applications, license renewals, new programs, changes/new locations and change of ownerships to determine compliance with statutes and rules.

The PPSE Board is a partner in the federal "Triad" in terms of oversight for the federal student loan program. The other partners include the U.S. Department of Education and the regional, national accrediting agencies.

Solutions:

Strategies:

1. Regular review of policies and procedures for improvement and efficiency.
2. Recurring assessment of regulatory knowledge for licensing and licensing of professionals.
3. Increase knowledge and breadth of understanding of increasing complex federal regulations and accrediting standards.
4. Keeping abreast of emerging trends in the postsecondary sector.

Issue 3 To improve the Student Complaint Process

Description The PPSE Board is responsible to protect consumers/students and to assist institutions through regulatory enforcement and processes that are reasonable, consistent, firm, fair and timely.

Solutions:

Strategies:

1. Require the institutions to respond to requests within a 10-day time period.
2. Encourage the students and licensed institutions to resolve the complaint amicably and fairly.
3. Continue to work with the licensed institutions to take corrective action to inequitable policies or to improve consumer protection.

Issue 4 Enhance the internal personnel structure and leadership capacity to respond to the growing complexity of the private postsecondary sector.

Description The PPSE Board demonstrates its commitment to the private postsecondary sector by supporting the success of students and licensed institutions. The PPSE Board also supports the evolving innovation for improving effectiveness and performance.

Solutions:

Strategies:

1. Improvement and enhancement to the e-Licensing platform.
2. Improved training and development of current staff.
3. Continue to provide prompt, courteous and professional services to all stakeholders and partners.

Performance Measures:

1. Number of new institutions, renewals and supplemental license applications licensed with the established timeframes.
2. Number of new institutions, renewals and supplemental license applicants.

Licensed outside of the established timeframes.

3. Number of students enrolled.
4. Number of adverse actions taken (remedial action required, additional reporting requirements and monitoring, higher surety bond).
5. Customer service satisfaction is above 90%.
6. Number of student complaints resolved/dismissed.
7. Number of student complaints resulting in disciplinary action.
8. Number of non-student complaints resolved/dismissed.
9. Number of non-student complaints resulting in disciplinary action.
10. Average number of days in investigating and adjudicating student complaints.
11. Average number of days in investigating and adjudicating non-student complaints.

Issue 5 To assist a closing institution in conducting a orderly closing and possible teach-out.

Description The PPSE Board administers the Student Tuition Recovery Fund. Through this program, the Board works with the closing institution to provide alternative options for students to continue their education at another institution. The PPSE Board provides assistance to the students who are currently enrolled and attended the closing/closed school.

Solutions:

Strategies:

1. Work with the closing institution to open communications with the currently enrolled students to inform the students of the available options.
2. Work with currently licensed institutions to provide available teach-out opportunities for the students in the closing institution.
3. Process Student Tuition Recovery Fund claims in a timely manner.

Issue 6 To collect and secure monies sufficient to provide for student financial restitution.

Description Through the Student Tuition Recovery Fund, the PPS Board provides financial restitution to students who were currently enrolled at the time of a school closure and unable to transfer to another institution.

Solutions:

Strategies:

1. An assessment will continue for FY2022 - FY2025 in order to maintain the \$500,000 minimum STRF Requirements.
2. Require at-risk institutions to provide the State Board with electronic copies of student records.
3. Discuss legislative changes to increase the STRF to \$1,000,000, revise the assessment calculation and require all institutions to pay the assessment.
4. Increase STRF reach to include previously exempt "regional" institutions.

Issue 7 To continue to provide students copies of their educational records in a timely manner

Description The PPSE Board takes possession of student educational records to further their education or for verification of employment.

Solutions:

Strategies:

1. Secure student educational records from institutions that may be at risk.
2. Work with RMC in digitizing the currently housed student records.
3. Update the internal record keeping of the location of the student's educational records.
4. Require licensed institutions to maintain student records digitally to improve efficiency in retrieving student records information.

Performance Measures:

1. Student records are processed within 10 days of receipt.
2. Student tuition recovery claims are processed/approved within 90 days.
3. Responsible fiscal management.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	6.0	6.0	7.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

Program Summary

LICENSING AND REGULATION

Kevin LaMountain, Executive Director
 Phone: (602) 542-5716
 A.R.S. §§ 32-3001 to 32-3058

Mission:

To protect the health, safety, and welfare of the public by regulating private postsecondary educational institutions and providing services to their students.

Description:

The Board licenses and regulates approximately 235 private postsecondary educational institutions, serving approximately 220,000 students annually. The Board acts on license applications, determines compliance, investigates complaints and violations, and takes disciplinary action.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	339.9	453.8	552.7
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	339.9	453.8	552.7
FTE Positions	4.5	5.0	6.0

- ◆ **Goal 1** To improve legal operations, ethical practices and quality education in the private postsecondary education sector through effective and improved regulatory practices.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of institutions licensed	217	210	223	225	240
Total number of renewal licenses approved	208	213	223	231	240
Total number of Supplemental Licenses approved	358	325	356	345	345
Number of adverse actions taken (Higher bonds, reporting/monitoring required)	67	65	37	41	41
Number of annual inspections conducted	11	25	11	40	55
Number of students enrolled in private institutions	265,544	280,000	578624	58500	589000
Number of licenses denied	2	1	0	1	01
Number of institutional closures	21	20	7	10	10

◆ **Goal 2** To investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of annual student complaints investigated	27	30	29	35	35
Number of student complaints resolved/dismissed	27	35	29	35	32
Number of student complaints resulting in disciplinary action	0	2	0	1	0
Number of Student Complaints Pending	0	0	5	5	5
Number of non-student complaints investigated	4	8	6	8	6
Number of non-student complaints resolved	4	8	24	8	5
Number of non-student complaints resulting in disciplinary action	0	3	1	2	1
Number of non-student Complaints Pending	0	0	2	2	2
Number of written inquiries (Letter of Intent, State Authorization Letters and student questions)	160	120	151	130	130

◆ **Goal 3** To improve efficiency and administration of the licensing and regulation program through an internal re-structuring and enhancement of administrative policies.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Administration as a percentage of total cost	2.3	2.3	2.3	2.3	2.3

Program Summary

STUDENT TUITION RECOVERY FUND

Kevin LaMountain, Executive Director
 Phone: (602) 542-5716
 A.R.S. §§ 32-3071 to 32-3077

Mission:

To protect the health, safety, and welfare of the public by regulating private postsecondary educational institutions and providing services to their students.

Description:

The Board administers the Student Tuition Recovery Fund, which provides financial restitution to students injured by private postsecondary institutional closures and provides students access to their educational records. This fund also provides financial support for records storage (transcripts must be kept in perpetuity) of over 4M documents, and support staff.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	261.2	270.5	270.5
Total Funding	261.2	270.5	270.5
FTE Positions	1.0	1.0	1.0

◆ **Goal 1** To provide financial restituion to students injured by school closures.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of claims filed	5	20	11	20	15
Number of claims rejected	2	5	6	6	6
Number of claims paid/settled/closed	5	15	5	8	8
Number of claims pending	0	0	0	0	0
Average number of calendar days to pay claims	120	120	60	60	60

◆ **Goal 2** To collect or secure monies sufficient to provide for student financial restitution.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of institutions billed	214	222	205	217	221
Amount of assessments collected (in thousands)	302	365	379	355	355
Amount available to students (in thousands)	200	225	295	400	500
Amount paid in Student Claims	20.4	80	12	25	25

◆ **Goal 3** To provide students access to their educational records in a timely manner.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of student record requests processed.	3174	5500	1735	2000	2000
Average number of days to process requests	5	6	7	5	5

Agency Summary

BOARD OF PSYCHOLOGIST EXAMINERS

Heidi Herbst Paakkonen, Executive Director
Phone: (602) 542-3018
A.R.S.§§ 32-2061 et seq.

Mission:

To protect the health, safety, and welfare of the public by regulating the professions of psychology and behavior analysis.

Description:

The State Board of Psychologist Examiners licenses and regulates professionals to practice in the fields of psychology and behavior analysis. The Board accepts complaints against licensees, investigates the allegations associated with the complaints, and administratively adjudicates the complaints. The Board provides information to the public concerning the lawful practice of psychology and behavior analysis.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	543.3	650.5	666.8
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	543.3	650.5	666.8
FTE Positions	4.5	4.5	4.5

Issue 1 Forensic Psychologist Expert Witness Consulting Fees**Description** Agency Mission

The mission of the Arizona Board of Psychologist Examiners is to protect the health, safety, and welfare of Arizona citizens by licensing and regulating the professions of Psychology and Behavior Analysis.

Related Agency Goal

To protect the public from incompetent practitioners of psychology and unprofessional/unethical conduct through timely investigation and adjudication of psychology-related complaints.

Problem to be Solved

The American Psychological Association (APA) defines forensic psychology as a specialized area of practice characterized by activities primarily intended to provide professional psychological expertise within the judicial and legal systems. Forensic psychologists are tasked with creating relevant, accurate and credible data and conclusions that inform legal arguments and judicial decision-making. This specialty area of practice is frequently used in highly contentious civil court proceedings (particularly, personal injury suits, persons subject to civil commitment, parties to child custody cases, litigants in workers' compensation suits, individuals seeking or contesting the need for guardianship and individuals being assessed for disability). Forensic psychologists' expertise is also frequently sought in the criminal justice system for defendants raising issues such as competency to stand trial, insanity, diminished capacity, sentencing considerations or juvenile waiver, defendants adjudicated as incompetent to stand trial and in need of treatment to help restore competence, defendants acquitted by reason of insanity and in need of treatment to help progress through secure hospitalization and reintegrate safely into the community and also in high-stakes criminal.

Given the nature of their work, forensic psychologists are frequent subjects of complaints filed with the Arizona Board of Psychologist Examiners ("Board"). A review of the previous two years of complaints finds the following included allegations of unprofessional conduct where forensic psychological services were concerned:

- FY21 - 8 out of 19 complaints (42%)
- FY22 - 11 out of 32 complaints (34%)
- FY23 – thus far, 3 out of 5 complaints (60%)

Like other health care provider regulatory boards (e.g. medicine, dentistry, nursing, allied health) the Board has found it essential to engage external experts to review certain complaints for purposes of providing highly informed recommendations to the Board relative to whether or not the standard of care was met by the complaint respondent. Given the high-stakes nature of forensic psychology, and a high magnitude of court records involved, a typical expert external review is \$2,500-3,000. The Board's current appropriation accommodates only two or potentially three such reviews per year. The Agency projects receipt of eight or more such complaints annually going forward; accordingly, the Board will continue to triage which cases are assigned to an expert for review, and which cases do not. In doing so, the Board's ability to protect the public is hindered.

Solutions:

Proposed Solution & Advancing the Agency's Mandate

The proposed solution is to request an on-going funding increase of \$12,500 to adequately support the cost of seeking standard-of-care reviews by external forensic psychologist experts. This appropriation increase will ensure the Board is appropriately informed when reviewing and adjudicating complaints. The additional funding will also enable the Board to make prompt adjudication decisions with respect to its statutory responsibility to protect the public while also ensuring regulation is not a barrier to the delivery of critical forensic psychological services in Arizona.

Alternatives to the Proposed Solution

In the absence of this additional resource, the Board's ability to provide clinically appropriate and accurate complaint resolution will be diminished. Additionally, the Board's ability to deliver high quality customer service and prompt complaint resolution will be

adversely impacted. The only alternative option available to the Board is to hire a forensic psychologist on a part-time basis, but this is a cost-prohibitive solution.

Impact of Not Funding This Issue

If this issue is not funded, the Board expects the timeliness of adjudicating complaints to be adversely impacted. Additionally, the integrity of the Board's investigations will be challenged to the extent that the public will be at risk for harm.

One-time or Ongoing Funding Request

As indicated above, to achieve this solution, we request the authority to use \$12,500 in on-going funds from the Arizona Board of Psychologist Examiners Fund (SY2058) each fiscal year.

Fiscal Impact:

Forensic Psychologist Expert Witness Consulting Fees

5 reports @ \$2,500
TOTAL \$ 12,500

Issue 2 Assistant Attorney General Interagency Service Agreement Increase

Description Agency Mission

The mission of the Arizona Board of Psychologist Examiners is to protect the health, safety, and welfare of Arizona citizens by licensing and regulating the professions of Psychology and Behavior Analysis.

Related Agency Goal

To protect the public from incompetent practitioners of psychology and unprofessional/unethical conduct through timely investigation and adjudication of psychology-related complaints.

Problem to be Solved

Since Fiscal Year 2017, the Arizona Board of Psychologist Examiners (“Board”) has entered into an interagency service agreement (ISA) with the Attorney General’s Office (“AGO”) for purposes of ensuring the provision of dedicated Assistant Attorney General’s (“AAG”) legal services. With the passage of the General Appropriations Act for Fiscal Year 2023, the Board has secured approval to increase the ISA for AAG services from 0.13 to 0.30 FTE. The same legislation approved a 10% pay increase for AGO employees however, it did not provide any increased funding in Fiscal Year 2023 for the const increase to the Board’s ISA with the AGO. This means the ISA in Fiscal Year 2023 is underfunded by \$3,800.

Solutions:

Proposed Solution & Advancing the Agency’s Mandate

For Fiscal Year 2024, the AGO has advised the Board that it will be imperative to submit a legislative budget request to cover the AAG 10% cost increase in order to maintain its ISAs at the existing level. To achieve this solution, the Board requests an on-going funding increase of \$3,800 to adequately fund the cost of AAG legal services (\$3,000 for personal services plus \$700 for employee related expenses (ERE)). Please see attached supporting documentation issued to the Board by the AGO.

Alternatives to the Proposed Solution

In the absence of this additional resource, the Board will have to request the AGO modify the ISA to revert back to a level of AAG legal services that is insufficient to meet the Board’s needs.

Impact of Not Funding This Issue

If this issue is not funded, the Board expects the timeliness of adjudicating complaints to be adversely impacted. Additionally, the integrity of the Board’s investigations will be challenged to the extent that the public will be at risk for harm.

One-time or Ongoing Funding Request

As indicated above, to achieve this solution, we request the authority to use \$3,800 in on-going funds from the Arizona Board of Psychologist Examiners Fund (SY2058) each fiscal year.

Fiscal Impact:

Assistant Attorney General Interagency Service Agreement Increase – Personal Services	\$ 3,100
Assistant Attorney General Interagency Service Agreement Increase – ERE	\$ 700
TOTAL	\$ 3,800

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	4.5	4.5	4.5
General Fund	0.0	0.0	0.0
Other Appropriated Funds	666.8	666.8	666.8
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

- ◆ **Goal 1** To protect the public from unqualified practitioners of behavior analysis by efficiently processing applications for licensure to determine if statutory requirements have been met.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of applications received for initial behavior analyst licensure	160	175	293	300	300
Number of new behavior analyst licenses issued	138	150	209	225	225
Explanation: 200 regular licenses and 9 temporary emergency (COVID) licenses.					
Average number of days to process a behavior analyst initial application for licensure	54	35	37	35	35
Number of behavior analyst licensees (active/inactive)	652	630	794	850	900

Explanation: FY 2014 was the first year for this performance measure

- ◆ **Goal 2** To protect the public from incompetent practitioners of behavior analysis and unprofessional/unethical conduct through timely investigation and adjudication of behavior analysis-related complaints.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of behavior analysis-related complaints received	8	12	6	10	15
Number of behavior analyst-related complaints resolved	11	15	2	10	15
Average number of days to resolve a behavior analyst-related complaint	128	120	132	120	120
Average number of days taken to notify a behavior analyst of a complaint	1	5	1	3	3

Explanation: FY 2014 was the first year for this performance measure

- ◆ **Goal 3** To protect the public from unqualified practitioners of psychology by efficiently processing applications for licensure to determine if statutory and rule requirements have been met.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of applications received for initial psychologist licensure	620	235	347	185	185
Explanation: FY 2020's total did not include the temporary emergency license applications. The adjusted total is 425.					
Number of new psychologist licenses issued	541	320	231	100	100
Explanation: 69 regular licenses and 162 temporary emergency (COVID) licenses.					
Number of active licensees.	2905	2900	3586	2900	2900
Explanation: 2072 regular psychologist, 25 temporary psychologist, 728 emergency temporary (COVID) psychologist, 720 behavior analyst, 41 temporary emergency (COVID) behavior analyst					
Average number of days to administratively process a psychologist application for licensure (from receipt to substantive review)	42	30	43	40	40
Average number of days to substantively process a psychologist application for licensure (from administrative completion to Board adjudication and/or issuance of license)	19	25	20	19	20

◆ **Goal 4** To protect the public from incompetent practitioners of psychology and unprofessional/unethical conduct through timely investigation and adjudication of psychology-related complaints.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of investigations	40	75	39	50	55
Explanation: Includes non-jurisdictional complaints and complaints against alleged title-violators					
Number of complaints opened concerning psychologists	25	40	34	40	45
Explanation: Number of complaints opened concerning psychologists					
Number of psychology-related complaints received involving unlicensed practitioners/title violators/non-jurisdictional issues	36	20	22	20	20
Number of psychology-related complaints resolved at the Complaint Screening Committee level	9	10	10	10	10
Average days from date a psychology-related complaint is opened to resolution at Complaint Screening Committee	108	100	103	100	100
Number of psychology-related complaints resolved at the Board level through Board actions	11	20	14	15	20
For psychology-related complaints referred to the full Board, average days from receipt of complaint to Board resolution/Board action	77	125	183	180	180
Explanation: Does not include complaints dismissed at the Complaint Screening Committee level.					
Number of disciplinary actions taken against psychologists	12	12	10	12	12
Explanation: Number of disciplinary actions taken against psychologists					
Number of non-disciplinary/rehabilitative actions taken against psychologists	4	10	2	5	5
Total number of dismissed psychology-related complaints	10	15	12	15	18
Average days taken to notify a psychologist of a complaint	1	5	1	5	5
Number of claims received against psychologists	9	20	8	15	20
Explanation: FY 2016 was the first year for this performance measure					
Number of claims against psychologists that have completed the review process	1	15	7	10	12
Explanation: FY 2016 was the first year for this performance measure					
Number of reviewed claims opened as complaints	2	5	4	5	5
Explanation: FY 2016 was the first year for this performance measure					
Average days taken to notify a psychologist of a claim. This is when the claim is resolved.	38	40	43	40	40
Explanation: FY 2016 was the first year for this performance measure					

- ◆ **Goal 5** To protect the public through the auditing of continuing education hours of psychologists to ensure licensees are kept apprised of current standards of practice.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of audited licensees in compliance with continuing education requirements	0	95	0	95	0

Explanation: Audit is conducted every even-numbered fiscal year, based on renewals received during previous fiscal year.

- ◆ **Goal 6** To encourage public input regarding the Board's performance through customer surveys.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Customer satisfaction rating (scale 1-8)	7.8	7.4	7.4	7.4	7.5

Agency Summary

DEPARTMENT OF PUBLIC SAFETY

Helston Silbert, Director
 Phone: (602) 223-2359
 A.R.S. §§41-1711 to 41-1794

Mission:

To provide public safety to the state of Arizona.

Description:

The Department of Public Safety (DPS) enforces State law with primary responsibility in the areas of traffic safety, criminal interdiction, narcotics, organized crime, auto theft, commercial vehicle enforcement, sex offender monitoring and regulatory functions. Services include border security, criminal intelligence, scientific analysis, air rescue, major incident investigations, criminal information systems, port of entry inspections, training, and statewide communications. Operational and technical assistance is provided to local and state agencies and other components of the criminal justice community. The Department also promotes and enhances the quality of public safety through cooperative enforcement and community awareness programs.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ AGENCY SUPPORT	146,347.8	130,218.8	119,293.2
➤ HIGHWAY PATROL	180,661.4	194,175.8	185,950.0
➤ CRIMINAL INVESTIGATIONS	91,070.7	110,769.9	115,276.7
➤ TECHNICAL SERVICES	79,796.6	89,736.1	136,066.2
➤ ARIZONA PEACE OFFICER STANDARDS AND TRAINING	6,295.3	8,065.6	8,129.9
Agency Total:	504,171.8	532,966.2	564,716.0
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	288,981.6	364,162.5	397,791.0
Other Appropriated Funds	76,924.3	82,444.0	82,994.1
Other Non Appropriated Funds	138,265.9	86,359.7	83,930.9
Total Funding	504,171.8	532,966.2	564,716.0
FTE Positions	2,336.7	2,354.2	2,438.2

Vision: To be the national model in providing state-level law enforcement services.

Mission: To provide public safety to the state of Arizona.

Agency Description: The Department enforces state law with the primary responsibility in the areas of traffic safety, criminal interdiction, narcotics, organized crime, auto theft, commercial vehicle enforcement, sex offender monitoring and regulatory functions.

Services include border security, criminal intelligence, scientific analysis, air rescue, critical incident investigations, port of entry inspections, criminal information systems, training and statewide communications.

Operational and technical assistance is provided to local and state agencies and other components of the criminal justice community.

The Department also promotes and enhances the quality of public safety through cooperative enforcement and community awareness programs.

Executive Summary: The Department's strategic plan aligns with Governor Ducey's priorities of protecting our communities and lands allowing Arizonans to safely roam, work and play; creating a 21st century economy through innovation and modernization of technologies; and investing in the prosperity of its people.

The Department continues its strategies and efforts to improve traffic safety and keep traffic flowing; bettering air rescue services; and signifying a focus on commercial vehicle safety on Arizona's highways allowing people and commerce to keep moving. The Department is endeavoring to keep Arizona safe by addressing transnational criminal activity crossing the southern border into the state and improving investigations of major incidents.

The Department will leverage modern technology and Arizona Management System fundamentals to curtail scientific backlogs, advance public online access to services and progress radio communications systems upgrades.

The State and the Department benefit from a diverse, dedicated, qualified and supported workforce. The Department will continue its strategies to recruit and retain diverse and qualified applicants for trooper and professional staff career fields. In a proactive approach, the Department will make investments in resources to support the health of its employees through targeted wellness training; construction of a fitness center; and the implementation of a fitness program.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Improve public safety in Arizona.	2019	<ul style="list-style-type: none"> Consistent decrease in the statewide average of roadway clearance times exceeding targets. Purchased a new Bell 429 helicopter. Merger of the DPS and ADOT commercial vehicle enforcement units to create a new division within DPS. Deployment of 145 Grapplers™.
2	Improve service delivery and value to internal and external customers.	2019	<ul style="list-style-type: none"> Decreases in the controlled substances backlogs. Completed entering backlogged concealed weapons permits applications. Eliminated the public records purging backlog. Completed construction on the Guadalupe Mountain communications site in Quartzite. South Loop Microwave Multiplex Replacement project was 100% completed.
3	Invest in recruiting, building and retaining highly engaged and valued employees.	2020 Modified 2022	<ul style="list-style-type: none"> Hiring and retention continues to be a challenge. Construction of the new fitness training center is ongoing. Ability to recruit at in-person events increased significantly post Covid. The number of incoming applications is increasing. Exceeding academy class recruit diversity targets.
4	Implement new technologies across the work environment.	2022	<ul style="list-style-type: none"> New strategy for FY23. In FY22 implemented the body-worn camera program with cameras deployed to all troopers statewide. 655

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Improve public safety from Transnational Criminal Organizations.	<ul style="list-style-type: none"> Number of border operations conducted per quarter. 	<ul style="list-style-type: none"> Border Strike Force to conduct intelligence-driven 4-day sustained, bureau-wide enforcement operations focusing on narcotics, stolen vehicle recovery and apprehension of criminal offenders. District operations at rate of four times per year.
1	Improve traffic management and enforcement.	<ul style="list-style-type: none"> Average roadway clearance times. Percentage eligible troopers certified in HGN, ARIDE, DRE and phlebotomy DUI staffing model. Number of enforcement details. Percentage of Regional Advanced Collision Team (REACT) staffing model met. 	<ul style="list-style-type: none"> Reduction based on the 28-day average. Develop and implement 8 regional advanced DUI skills training courses. Implement monthly collision, wrong-way, wireless device and DUI enforcement operational focus zones. Districts to achieve and maintain 100% of the REACT staffing model.
1	Increase aviation availability for law enforcement and search/rescue missions.	<ul style="list-style-type: none"> Average percentage increase. 	<ul style="list-style-type: none"> Study efficiency opportunities in maintenance rotation cycles. Fill pilot, paramedic and technician vacancies. Streamline maintenance procedures to reduce out of service time. Capitalize on potential professional staff and contracted solutions for pilot, paramedic and technician positions.
1	Reduce commercial motor vehicle (CMV) collisions.	<ul style="list-style-type: none"> Number of CMV-related collisions in hot spot zones. Percentage reduction of CMV-related collisions in hot spot zones. Number of law enforcement classes. Number of operational details. Number of inspections completed. Percentage of troopers achieving CMV certification. 	<ul style="list-style-type: none"> Develop and use a comprehensive and researched plan for targeted zones. Squads conduct monthly targeted enforcement in hot spot zones. Conduct 10 Federal Motor Carrier Safety Administration certification classes. Districts conduct quarterly operational details targeting CMV driver and vehicle inspections and violations. Districts assist with conducting coached inspections for new inspectors working towards achieving certification.
1	Implement a Major Incident Division.	<ul style="list-style-type: none"> Percentage of Year 1 implementation plan complete. 	<ul style="list-style-type: none"> Develop a Year 1 implementation plan: hire executive staff; develop policy internally and with the Peace Officer Standards and Training Board and source a facility.
2	Maintain timely delivery of Scientific Analysis Bureau casework.	<ul style="list-style-type: none"> Number of DNA cases over 60 days old. 	<ul style="list-style-type: none"> Achieve/maintain case input/output level balance to maintain number of cases over 60 Days old under 100.
2	Implementation of North Loop Microwave replacement project.	<ul style="list-style-type: none"> Percentage of permit applications tracked. Number of site construction approvals received. 	<ul style="list-style-type: none"> Track 100% of submitted permit applications quarterly. Obtain six site construction approvals (dependency/lagging based on permits).
3	Support employee safety and wellness.	<ul style="list-style-type: none"> Number of Highway Patrol monthly roll call sessions. Number of CANVAS courses. Percentage of fitness training center completion. Percentage implementation of physical fitness program. 	<ul style="list-style-type: none"> HP squads will conduct one roll call training per month. All agency CANVAS training to employees being financially, mentally and physically healthy. Construct a physical training and fitness center. Develop & implement physical fitness program.
3	Continue the development of a diverse workforce.	<ul style="list-style-type: none"> Number of recruiting events. 	<ul style="list-style-type: none"> Continue in and out of state recruiting events as budget allows. Develop regional recruiters to enhance recruiting availability and attend two recruiting events per year per team.
4	A3: Expand public service availability through the Public Service Portal.	<ul style="list-style-type: none"> Percentage of project milestones completed. 	<ul style="list-style-type: none"> Configure portal access to add services for student transportation, 30-Day impounds, public records, applicant processing and criminal history records.
4	A3: Enhance technology for the Concealed Weapons Permits Unit.	<ul style="list-style-type: none"> Percentage of project milestones completed. 	<ul style="list-style-type: none"> Implement technology to improve electronic processing of permit applications.

5 Year Plan

Issue 1 Diverse workforce.

Description Continue to the recruitment and development of a highly diverse sworn and professional staff workforce during recruiting.

Solutions:

Strategic Plan Strategy #3 to invest in recruiting, building and retaining highly engaged and valued employees.

Issue 2 Employee training.

Description Support employee safety and wellness.

Solutions:

Strategic Plan Strategy #3 to invest recruiting, building and retaining highly engaged and valued employees.

Issue 3 Scientific casework backlogs.

Description Maintain timely delivery of scientific analysis casework.

Solutions:

Strategic Plan Strategy #2 to improve service delivery and value to internal and external customers.

Issue 4 Improvement of communications and information technology systems.

Description

1. Implementation of north loop microwave replacement project.
2. Expand public service availability through the public service portal.
3. Enhance technology for the concealed weapons permit unit.

Solutions:

Strategic Plan Strategy #2 to improve service and delivery value to internal and external customers.

Strategic Plan Strategy #4 to implement new technologies across the work environment.

Issue 5 Highway safety.

Description Improve traffic management and enforcement to keep traffic/commerce moving and keeping motorists safe.

Solutions:

Strategic Plan Strategy #1, improve public safety in Arizona.

Issue 6 Aviation air rescue availability.

Description Increase aviation availability for law enforcement and search and rescue missions.

Solutions:

Strategic Plan Strategy #1 to improve public safety in Arizona.

Issue 7 Commercial vehicle safety.

Description Reduce commercial motor vehicle collisions.

Solutions:

Strategic Plan Strategy #1 to improve public safety in Arizona.

Issue 8 Improve police accountability.

Description Implement a major incident division to investigate officer-involved shootings statewide.

Solutions:

Strategic Plan Strategy #1 to improve public safety in Arizona.

Issue 9 Make Arizona a better place to live, work and play.

Description Improve public safety from transnational criminal organizations.

Solutions:

Strategic Plan Strategy #1 to improve public safety in Arizona.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	2,487.0	2,536.7	2,587.4
General Fund	409,724.7	422,016.5	434,677.0
Other Appropriated Funds	85,483.9	88,048.4	90,689.9
Non-Appropriated Funds	34,757.0	35,799.8	36,873.7
Federal Funds	51,691.8	53,242.5	54,839.8

◆ **Goal 1** To improve public safety in Arizona.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of Year 1 implementation plan completed.	0	0	0	100	0

Explanation: New for FY23.

Program Summary
AGENCY SUPPORT
Jenna Mitchell, Assistant Director Phone: (602) 223-2441 A.R.S. § 41-1713

Mission:

To provide critical support assistance to the Arizona Department of Public Safety through management, training, air rescue and administrative services.

Description:

The Agency Support Division (ASD) at DPS is committed to providing the highest quality services to both internal and external customers.

ASD provides statewide support functions in a variety of areas. Our Fleet, Logistics, Procurement, Management Services, and Human Resources bureaus play critical roles in the day-to-day activities that support our operational partners and our professional staff members statewide. Our Aviation bureau offers both operational support and administrative assistance to local, state and federal partners using a fleet of both fixed and rotary wing assets.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	47,503.9	84,703.1	73,777.5
Other Appropriated Funds	9,405.5	5,516.9	5,516.9
Other Non Appropriated Funds	89,438.4	39,998.8	39,998.8
Total Funding	146,347.8	130,218.8	119,293.2
FTE Positions	283.0	269.0	352.0

◆ **Goal 1** To improve service delivery and value to internal and external customers.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of cadet troopers starting an academy class that meet diversity principles.	42	30	58	30	30
Number of recruiting activities attended/conducted.	12	12	43	12	12

◆ **Goal 2** To invest in building highly engaged and valued employees.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of the eight identified trooper remote houses for FY2021 improved or replaced. Explanation: FY23 projected 100% of 10 homes complete.	100	N/A	100	100	100
Percentage of training center completion. Explanation: Expected to be finished by Sept. 2022.	0	100	95	100	0
Number of Highway Patrol monthly roll call training sessions. Explanation: New for FY23.	0	0	0	12	12
Number of Canvas courses related to being financially, mentally and physically healthy. Explanation: New for FY23.	0	0	0	4	4
Percentage implementation of a physical fitness program. Explanation: New for FY23.	0	0	0	100	0

◆ **Goal 3** To enhance community engagement.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of implementation of initiative milestones completed. Explanation: Fully completed in FY2021.	100	N/A	100	100	100

Program Summary

HIGHWAY PATROL

Deston Coleman, Assistant Director
Phone: (602) 223-2452
A.R.S. §§ 41-1711 et. seq.

Mission:

To protect human life and property by enforcing state laws, deterring criminal activity and providing vital support to the state of Arizona and its citizens.

Description:

The Highway Patrol Division is the largest division in the Department and is comprised of uniformed sworn personnel and professional staff assigned throughout the state who fulfill the Department’s mission of providing public safety to the state of Arizona.

The Highway Patrol Division combines enforcement, training and public outreach to improve highway safety while striving to reduce collisions and increase the efficiency of the highway transportation system. The HPD is comprised of three bureaus; the Northern Patrol Bureau, Metro Patrol Bureau, and Southern Patrol Bureau.

This Program Contains the following Subprograms:

- ▶ Patrol
- ▶ Commercial Vehicle Enforcement
- ▶ Aviation

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	128,864.4	136,691.4	130,065.6
Other Appropriated Funds	35,665.4	38,417.4	38,417.4
Other Non Appropriated Funds	16,131.6	19,067.0	17,467.0
Total Funding	180,661.4	194,175.8	185,950.0
FTE Positions	1,034.0	1,032.0	1,032.0

Subprogram Summary

PATROL

Jenna Mitchell, Assistant Director
Phone: (602) 223-2441
A.R.S. §§ 41-1711 et. seq.

Mission:

To protect human life and property by enforcing state laws, deterring criminal activity and providing vital support to the state of Arizona and its citizens.

Description:

Officers patrol state and federal highways and the Capitol Mall and enforce Arizona traffic, criminal, state, and federal laws, as well as commercial vehicle regulations. The Patrol additionally investigates traffic collisions; controls motor vehicle traffic; conducts criminal interdiction programs; makes criminal arrests; supports other law enforcement agencies; promotes traffic awareness and safety through public awareness programs; and provides specialized training to other criminal justice agencies.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	110,164.4	123,691.4	115,711.8
Other Appropriated Funds	27,665.4	30,417.4	30,417.4
Other Non Appropriated Funds	7,490.3	6,981.0	6,981.0
Total Funding	145,320.1	161,089.8	153,110.2
FTE Positions	868.0	870.0	870.0

◆ **Goal 1** To improve public safety in Arizona.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Number of highway fatalities.	368	N/A	339	N/A	N/A
Explanation: Reporting only.					
Decrease average roadway collision clearance times.	16.1	15.7	14.8	15.7	15.7
Percentage of eligible troopers certified in HGN, ARIDE, DRE and phlebotomy staffing model.	0	98	100	100	100
Explanation: New					
Number of district enforcement details.	0	900	739	216	216
Explanation: Metric estimate changed in Jan 2022.					
Percentage of Regional Advanced Collision Teams (ReACT) staffing model met.	0	0	0	16	16
Explanation: New for FY23.					

Subprogram Summary

COMMERCIAL VEHICLE ENFORCEMENT

Timothy Chung, Assistant Director
 Phone: (602) 223-2812
 A.R.S. §§ 41-1711 et. seq.

Mission:

To ensure safe, secure and efficient commercial transport across Arizona.

Description:

The Commercial Vehicle Enforcement Task Force (CVETF) is the newest division in the Department and is comprised of uniformed sworn personnel and professional staff assigned throughout the state who fulfill the Department’s mission of providing public safety to the state of Arizona.

The CVETF combines enforcement, training and public outreach to improve School Bus, Tow Truck and Commercial Motor Vehicle Safety. The CVETF is comprised of two DPS Districts (CVE North and CVE South), as well as two geographical regions from the Arizona Department of Transportation (Northern and Southern).

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,700.0	3,500.0	4,069.2
Other Appropriated Funds	6,000.0	6,000.0	6,000.0
Other Non Appropriated Funds	8,334.1	11,424.4	9,824.4
Total Funding	18,034.1	20,924.4	19,893.6
FTE Positions	107.0	104.0	104.0

◆ **Goal 1** To improve public safety in Arizona.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of commercial vehicle involved collisions investigated by DPS. Input tracking metric.	0	0	3654	N/A	N/A
Explanation: New for FY23.					
Percentage reduction of commercial vehicle related collisions. Year-over-Year Growth Rate reduction. FY21 and FY22 had a 25% growth rate. Intent is reduce the growth rate so that it is 25% or under.	0	0	0	25	25
Explanation: New for FY23.					
Number of law enforcement training classes related to commercial vehicles.	0	0	0	10	10
Explanation: New for FY23.					
Number of operational details targeting commercial vehicles.	0	0	0	36	36
Explanation: New for FY23.					
Number of commercial vehicle inspections completed. Output tracking.	0	0	33,500	N/A	N/A
Explanation: New for FY23.					
Percentage of troopers achieving commercial vehicle certification.	0	0	30	38	38
Explanation: New for FY23.					

Subprogram Summary

AVIATION

Jenna Mitchell, Assistant Director
 Phone: (602) 223-2441
 A.R.S. §§ 28-240, 41-1834

Mission:
To conduct statewide aviation operations saving lives and enforcing state laws by using fixed wing, rotary wing and unmanned aircraft systems.

Description:
 Provides an immediate 24-hour air rescue response capability for critical and emergency situations across the state. Additionally, it provides air support and transport services in support of government operations and critical administrative functions.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	15,000.0	9,500.0	10,284.6
Other Appropriated Funds	2,000.0	2,000.0	2,000.0
Other Non Appropriated Funds	307.2	661.6	661.6
Total Funding	17,307.2	12,161.6	12,946.2
FTE Positions	59.0	58.0	58.0

◆ **Goal 1** To improve public safety in Arizona.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of aviation availability.	61.5	61.14	61	55	55

Program Summary

CRIMINAL INVESTIGATIONS

Daniel Lugo, Assistant Director
 Phone: (602) 223-2348
 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 division provides statewide criminal investigations, specialized enforcement activities and high-risk tactical responses supporting other federal, state, tribal and local criminal justice agencies. The primary investigative responsibilities are narcotic trafficking, fugitive apprehension, organized crime, intelligence, vehicle theft, gangs, human smuggling, computer and financial crimes, significant criminal investigations and hazardous material incident responses when requested by other criminal justice agencies. The division provides high-risk tactical responses to acts of extraordinary violence and domestic preparedness incidents.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	73,113.3	96,492.0	101,504.1
Other Appropriated Funds	7,519.6	7,620.1	7,620.1
Other Non Appropriated Funds	10,437.8	6,657.8	6,152.5
Total Funding	91,070.7	110,769.9	115,276.7
FTE Positions	457.7	463.2	463.2

◆ **Goal 1** To improve public safety in Arizona.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of border operations conducted per quarter.	0	0	0	30	30

Explanation: New for FY23.

Program Summary

TECHNICAL SERVICES

Daven Byrd, Assistant Director
Phone: (602) 223-2348
A.R.S. §§ 41-1711, 41-1712, 41-1750

Mission:

To provide scientific, technical, regulatory and support services essential to public safety in Arizona.

Description:

The Technical Services Division (performs multiple vital public safety support functions TSD operates four regional crime laboratories providing scientific analysis of evidence, technical crime scene assistance, secure storage of evidentiary items, training, and expert testimony to criminal justice agencies TSD operates two communications centers providing statewide radio dispatch services to troopers, emergency medical services, and other law enforcement dispatch centers In addition, TSD provides reliable, wireless infrastructure and mobile devices enabling public safety personnel to communicate and share information across the state by supporting not only DPS communications but communications for many federal, tribal, state, and local government agencies TSD manages and regulates the statewide Arizona Criminal Justice Information System, Central State Repository, and the Arizona Biometric Information System TSD also enforces laws related to the regulation of sex offenders and job applicants for specific occupations requiring statutorily mandated background checks and fingerprint clearance cards

This Program Contains the following Subprograms:

- ▶ Scientific Analysis
- ▶ Communications and Information Technology
- ▶ Criminal Information and Licensing

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	39,500.0	39,700.0	85,480.0
Other Appropriated Funds	23,137.5	30,889.6	31,439.7
Other Non Appropriated Funds	17,159.1	19,146.5	19,146.5
Total Funding	79,796.6	89,736.1	136,066.2
FTE Positions	531.0	559.0	560.0

Subprogram Summary

SCIENTIFIC ANALYSIS

Timothy E. Chung, Assistant Director
Phone: (602) 223-2812
A.R.S. §§ 41-1761 et. seq.

Mission:

To provide scientific, technical, regulatory and support services essential to public safety in Arizona.

Description:

The Scientific Analysis subprogram provides scientific analysis of evidence, technical crime scene assistance, secure storage of evidentiary items, training, and expert testimony to all criminal justice agencies in the State. Scientific and technical services are provided in the areas of DNA; Serology; Toxicology (drugs and poisons in biological specimens); breath and blood alcohol; controlled substances (drugs); firearms and tool marks; footwear and tire tracks; trace evidence (explosives, arson, hairs, fibers, paint, glass, etc.); latent fingerprints, questioned documents; and photography.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	7,000.0	5,700.0	7,815.0
Other Appropriated Funds	17,345.1	23,685.3	23,685.3
Other Non Appropriated Funds	3,261.5	2,403.8	2,403.8
Total Funding	27,606.6	31,789.1	33,904.1
FTE Positions	160.0	159.0	159.0

◆ **Goal 1** To improve service and delivery and value to internal and external customers.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Number of DNA cases exceeding 60 days old. Starting FY23 at 477.	0	0	477	100	0

Explanation: New in FY23.

Subprogram Summary	
COMMUNICATIONS AND INFORMATION TECHNOLOGY	
Timothy E. Chung, Assistant Director	
Phone: (602) 223-2812	
A.R.S. §§ 41-1713, 41-1749	

Mission:

To provide scientific, technical, regulatory and support services essential to public safety in Arizona.

Description:

The Communications subprogram operates three dispatch centers located in Phoenix, Tucson, and Flagstaff to facilitate the flow of information and provide assistance to the public, Department of Public Safety troopers, and criminal justice agencies. In addition, this subprogram provides the infrastructure to support public safety services for state, county, and local governmental agencies. The subprogram also oversees the statewide Arizona Criminal Justice Information System (ACJIS) used by Arizona's law enforcement and criminal justice agencies.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	28,100.0	28,000.0	73,934.8
Other Appropriated Funds	2,813.3	1,528.2	1,528.2
Other Non Appropriated Funds	1,926.9	1,555.1	1,555.1
Total Funding	32,840.2	31,083.3	77,018.1
FTE Positions	228.0	227.0	227.0

◆ **Goal 1** To improve service delivery and value to internal and external customers.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Number of permit applications tracked quarterly.	0	11	11	11	11
Number of site construction approvals received.	0	0	0	6	5

Explanation: New for FY23.

Subprogram Summary

CRIMINAL INFORMATION AND LICENSING

Timothy E. Chung, Assistant Director

Phone: (602) 223-2812

A.R.S. Titles 24, 26, 32, 41; §§ 41-1750, 41-2401 et. seq.

Mission:

To provide scientific, technical, regulatory and support services essential to public safety in Arizona.

Description:

The Criminal Information and Licensing subprogram includes management of the Arizona central state repository of criminal history information and the statewide Arizona Automated Fingerprint Identification System (AZAFIS). It coordinates access for the Arizona Criminal Justice Information System (ACJIS) and administers the concealed weapons, sex offender registration and community notification compliance, and private investigation and security guard licensing programs. It provides training/certification and compliance monitoring for AZAFIS, the central state repository, 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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,400.0	6,000.0	3,730.2
Other Appropriated Funds	2,979.1	5,676.1	6,226.2
Other Non Appropriated Funds	11,970.7	15,187.6	15,187.6
Total Funding	19,349.8	26,863.7	25,144.0
FTE Positions	143.0	173.0	174.0

◆ **Goal 1** To implement new technologies across the work environment.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Public service portal percentage of milestones completed.	0	0	0	100	0
Explanation: New for FY23.					
Concealed weapons permit unit technology enhancement percentage of project milestones completed.	0	0	0	100	0
Explanation: New for FY23.					

Program Summary

ARIZONA PEACE OFFICER STANDARDS AND TRAINING

Matt Giordano, Executive Director
 Phone: (602) 774-9350
 A.R.S. §§ 41-1822 et. seq.

Mission:

To foster public trust and confidence by establishing standards of integrity, competence, and professionalism for Arizona peace officers and correctional officers.

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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	6,576.0	6,963.8
Other Appropriated Funds	1,196.3	0.0	0.0
Other Non Appropriated Funds	5,099.0	1,489.6	1,166.1
Total Funding	6,295.3	8,065.6	8,129.9
FTE Positions	31.0	31.0	31.0

◆ **Goal 1** To improve enforcement standards for selection of peace officers.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of days to review and complete investigations.	0	180	127	180	180

◆ **Goal 2** To improve in-service training.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of in-service programs presented by AZPOST.	0	40	55	40	40

Agency Summary

PUBLIC SAFETY PERSONNEL RETIREMENT SYSTEM

Michael F. Townsend, Administrator
Phone: (602) 689-9695
A.R.S. § 38-841

Mission:

To provide uniform, consistent, and equitable statewide retirement programs for those public safety, correctional, and elected personnel in the employ of the State or its political subdivisions.

Description:

The Public Safety Personnel Retirement System (PSPRS) manages the retirement systems for most Law Enforcement Officers, Correctional Officers, and Elected Officials in Arizona. The PSPRS system consists of three separate retirement plans for Public Safety Personnel, Elected Officials, and Correctional Officers. The system provides pension payments and retirement benefits to over 59,000 active and retired members, and surviving beneficiaries, from more than 300 employers groups (municipalities, agencies, and districts) statewide. The three systems are comprised of defined benefit and defined contribution plans. The system is governed by a nine-member Board of Trustees. Membership of the Board of Trustees is split between members of the system - law enforcement and fire department - and trustees representing employers and taxpayers.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,160,086.4	66,000.0	66,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	22,333.2	30,381.1	30,381.1
Total Funding	1,182,419.6	96,381.1	96,381.1
FTE Positions	87.0	89.0	89.0

5 Year Plan

Issue 1 Continue improving pension sustainability

Description Review and updating of actuarial assumptions, including experience study and stress testing results and provide options to appropriate committees and Board

Solutions:

We will track the overall pension liability and trend improvements from 2019, with regard to supporting pension sustainability.

Issue 2 Continue to improve accounting processes, internal controls and transparency

Description Improve overall accounting and automated processes to strengthen internal controls and financial transparency.

Solutions:

We will track improvements and success through resolved audit findings and continued progress in establishing new processes and related documentation.

Issue 3 Implement automated systems

Description PSPRS will develop and implement new automated systems for pension administration, investment book of record and remote capable phone system for the call center

Solutions:

We will set milestones for implementation of the new systems

Issue 4 Implement Legislative requirements

Description PSPRS will implement new legislative requirements for Local Board consolidation and other passed legislation.

Solutions:

We will set implementation timelines to meet legislative effective dates

Issue 5 Facility assessment

Description PSPRS will review building facility limitations and consideration of options including remote work policies.

Solutions:

Develop a plan for Board consideration during the FY 2023 budget process to meet facility changes and needs into the future including implementation of remote work policies.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	89.0	89.0	89.0
General Fund	660,000.0	66,000.0	66,000.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	30,381.1	30,381.1	30,381.1
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To continue improving pension sustainability through review of actuarial assumptions, experience study, stress test and management of the System's assets.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
3-year risk adjusted investment return percentile ranking	84	75	81	75	75
5-year risk adjusted investment return percentile ranking	85	75	73	75	75
10-year risk adjusted investment return percentile ranking	93	75	49	75	75

Agency Summary

DEPARTMENT OF REAL ESTATE

Louis Dettorre, Commissioner
Phone: (602) 771-7760
A.R.S. §§ 32-2101 et seq.

Mission:

To be the most customer service oriented, technologically innovative, and operationally efficient and effective state level real estate department in the United States.

Description:

The Department oversees the administration of licensing examinations and issuance of licenses, as well as the activities of licensees to ensure compliance with the Arizona Revised Statutes and the Commissioner’s Rules. Within the purview of the Department are builder/development regulation of the sale of subdivided and certain unsubdivided lands, timeshares, condominiums, membership campgrounds, and cemeteries, administration of the Homeowner’s Association Dispute Process, and conducting investigations of consumer complaints, and audits of real estate brokerages.

The Department also regulates real estate schools and instructors, monitoring prelicensing and continuing education courses to ensure the quality of the content of courses and the competence of the instructors, as well as the quality and timeliness of materials being taught.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,372.7	3,221.0	3,221.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	89.1	206.5	206.5
Total Funding	2,461.8	3,427.5	3,427.5
FTE Positions	37.0	37.0	37.0

Summary of Multi-Year Strategic Priorities

Vision: The Arizona Department of Real Estate shall be the most customer service oriented, technologically innovative, and operationally efficient and effective state level real estate department in the United States.

Agency Description: The Department oversees the administration of licensing examinations and issuance of licenses, as well as the activities of licensees to ensure compliance with the Arizona Revised Statutes and the Commissioner’s Rules. Within the purview of the Department are builder/development regulation of the sale of subdivided and certain unsubdivided lands, timeshares, condominiums, membership campgrounds, and cemeteries, administration of the Homeowner’s Association Dispute Process, and conducting investigations of consumer complaints, and audits of real estate brokerages.

The Department also regulates real estate schools and instructors, monitoring preclicensing and continuing education courses to ensure the quality of the content of courses and the competence of the instructors, as well as the quality and timeliness of materials being taught.

Executive Summary: The Arizona Department of Real Estate will utilize the Arizona Management System to continue fulfilling its principles, values and mission.

The Department will be a leader among state real estate agencies through prioritizing strategic goals of providing excellent customer service, continuing to drive technological advancement, update and strengthen real estate education and focus on operational success.

Strategic Issues

- Identify customer values and investor expectations;
- Practice data driven decision making and structured problem solving;
- Fully implement sunset audit recommendation;
- Identify opportunities to streamline the delivery of services;
- Enhance online technology platform;
- Delivering results that provide greater benefits for Arizonans.

#	Five Year Strategy	Start Year	Progress / Successes
1	Provide excellent customer service through technological advancement	FY18 (amended FY22)	<ul style="list-style-type: none"> •In FY22, maintained percentage of favorable customer service surveys and reviews of 85.44 percent. •In FY22, implemented automated Certified License History that provides the public immediate access (24/7) to Certified License Histories by clicking a button, eliminates potential human error during transcription, and reallocates nearly two weeks of staff time to allow for that time to be spent better serving licensees. •In FY22, created email notifications for licensees and brokers; auto-alerting of changes with license or employees. •In FY22, eliminated unnecessary and burdensome requirement for brokers to rehire employees each renewal.
2	Bolster Continuity of Operations	FY22	<ul style="list-style-type: none"> •In FY22, began cross training licensing, education and development services division. •In FY22, worked with state partners to learn engagement process to research Customer Relations Management/public interface replacement.
3	Reinforce and Update Real Estate Education	FY19	<ul style="list-style-type: none"> •In FY22, updated the Broker Management question bank with Arizona real estate subject matter experts. •In FY22, completed 730+ volunteer course monitor assignments. •In FY22, made permanent new course delivery models and permanently implemented host remote live streaming course delivery.
4	Update Department Rules, Forms and Processes	FY22	<ul style="list-style-type: none"> •In FY22, began to identify outdated rules and forms, where statute was amended but rule and form were not updated.
5	Lead all national state real estate agencies in operational efficiency and effectiveness	FY18	<ul style="list-style-type: none"> •In FY22, completed implementation 95 percent of Auditor General’s Recommendations. •In FY22, attended and selected to lead Administrators Roundtable at national Association of Real Estate License Law Officials Conference. 671 •In FY22, observed a 11 percent increase in engaged workforce.

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Provide Excellent Customer Service through Technological Advancement and timeliness	<p>% of Favorable Customer Service Surveys</p> <p>Avg. # of Days for Applications</p>	<ul style="list-style-type: none"> Improve Customer Service Response Time Standardize Responses to Common Questions to Ensure Approved, Accurate, Timely and Effective Communications are Provided
2	Bolster Continuity of Operations	<p>% of Processes that Staff are Trained to Perform within their Division</p> <p>% of Processes Updated in Procedure Manuals</p>	<ul style="list-style-type: none"> Breakthrough - Crosstrain Staff within Divisions and Remove Siloing of Work within Divisions Contract with a Business Analyst to Assess Business Requirements, Implement Improvements and Provide a Scope of Work for Planned Replacement of Custom Built CRM and Public Interface Platforms
3	Update Real Estate Education	<p>% of Improved Education Forms</p> <p># of Reviewed Education Categories</p> <p>% of Model Broker Policy and Procedure Manual Sections Updated</p>	<ul style="list-style-type: none"> Identify and Implement Opportunities for Improving Real Estate Education Identify Opportunities for Modernizing/Updating Real Estate Education Categories Update Model Broker Policy and Procedure Manual
4	<p>Update AAC, Title 4, Ch28 to include legislative changes and outstanding 5-year-rule review findings</p> <p>Decrease Deficiency Rate of Forms</p>	<p>% of Review Completed</p> <p>% of Drafting Completed</p> <p>% of Requirements to Proceed through GRRC</p> <p>% of 2-Minute Applications Returned to Applicant Unprocessed</p>	<ul style="list-style-type: none"> Identify and Draft Required Updates to Rules Identify and Draft Required Updates to Forms Work through the Rulemaking Process
5	<p>Minimize Regrettable Employee Attrition</p> <p>Increase Engaged Staff Members</p>	<p>% of Turnover</p> <p>% of Employee Engagement</p>	<ul style="list-style-type: none"> Encourage Staff Training and Development Opportunities Improve Telework Program

Issue 1 Strategic Issue #1: Provide excellent customer service through technological advancement

Description The Arizona Department of Real Estate strives to be a provider of responsive and reliable services to Arizona's real estate industry and the public served by this industry. The Department's efforts focus on ensuring that the delivery of quality, timely and cost-effective core services. The day-to-day activities of the Department rely on efficient internal business systems.

The real estate industry, the Department staff, the State of Arizona, and, most importantly, the public all represent the Department's customers. The Department will always take a customer first approach when serving the public.

Currently, the public desires technology that enables them to interact with the Department 24/7 and 365 days a year and from their mobile device.

By working to continuously identify issue areas and critical steps in the Department's technology, we may continue to always provide better, faster, more efficient customer service.

Solutions:

Successes in FY22:

- Maintained percentage of favorable customer service surveys and reviews of 85.44 percent.
- Eliminated unnecessary and burdensome requirement for brokers to rehire employees each renewal.
- Implemented automated Certified License History that provides the public immediate access (24/7) to Certified License Histories by clicking a button, eliminates potential human error during transcription, and reallocates nearly two weeks of staff time to allow for that time to be spent better serving licensees.
- Created email notifications for licensees and brokers; auto-alerting of changes with license or employees.

Slated for FY23:

- Improve Customer Service Response Time

Technology continues to represent the fastest, most secure way to interact with the Department. Staff will continue to encourage the public's adoption of online services. That said, the Department's doors remain open and phones remain on.

- Standardize Responses to Common Questions to Ensure Approved, Accurate, Timely and Effective Communications are Provided

The Department is already and continues to be a high-performing organization. Timeframes to issue licenses and approve educational and public report applications are fractions of what statute permits and in fact, the majority of the applications received are processed same day with average approvals taking one day or less. The Department will maintain this efficiency and effective processing applications while also working to reduce timeframes for responses to inquiries.

Adoption and abandonment of scripted, approved answers to common questions is common. The Department and public benefit from all staff being on the same page and being able to answer questions with this pre-approved language however. While not limiting staff to providing specific answers for specific questions, the Department re-write and re-adopted pre-approved answers to be used in response to frequently asked questions and issues.

Issue 2 Strategic Issue #2: Bolster Continuity of Operations

Description The Department recognizes that it has an obligation to the citizens of Arizona to ensure that Department resources are being used as efficiently and effectively as possible. To this end, the Department continues to explore and implement efficiency and cost-saving strategies wherever possible, and to look for better ways to deliver services.

The Arizona Department of Real Estate's Information Technology infrastructure must continue to advance in order to facilitate more efficient internal processes, and to keep pace with the technologically-savvy real estate industry and public the Department serves. Keeping pace with technology and creating the ability to transact nearly all business Online is the way that the ADRE can continue to deliver a high level of service to the steadily increasing number of real estate licensees over the past many fiscal years.

The Department staffing levels are appropriate and its ability to operate is stable as it relates to institutional knowledge, longevity of staff tenure, and the ability to ensure staff who perform remain.

However, some staff with significant longevity serving the Department pose a risk to the continued effectiveness and efficiency of the organization if they were to separate. Additionally, some positions prove more difficult for the Department to attract and retain qualified and dedicated staff.

Solutions:

The Department remains committed to cross training staff and sharing knowledge of positions across divisions. Agency leadership has seen that knowledge sharing has had an effect on streamlining services as processes are known by all individuals that may impact an outcome.

Strategies for FY23:

- Crosstrain Staff within Divisions and Remove Siloing of Work within Divisions

Crosstraining of staff will focus mainly within the licensing division in FY23 with formal and practical training provides to each of the individuals in the division so they may be able to perform any of the licensing and approval tasks required for education, licensing and development services. JOP for this project is approximately 38% crosstrained with a goal of 60% by the end of the FY.

- Contract with a Business Analyst to Assess Business Requirements, Implement Improvements and Provide a Scope of Work for Planned Replacement of Custom Built CRM and Public Interface Platforms

The Department enjoys use a custom-built Customer Relationship Management system. To serve the best interests of the Department and the public, the organization must begin planning for replacement of this CRM to one that is not dependent on a single point of failure. The Department plans to multitask a Scope of Work for a business analyst to further implement continuous improvement, optimize processes, document the new processes and provide a product a vendor may use to understand the Department's business requirements for developing a new CRM.

Issue 3 Strategic Issue #3: Update Real Estate Education

Description Real estate education is a fundamental element of enhancing the highest level of knowledge and professionalism within the real estate industry, benefiting Arizona's constituents. Included in the real estate industry's contribution to a thriving Arizona economy are the Real Estate Educators, which are a growing industry in Arizona.

The real estate profession and industry continue to evolve and adapt to changes in markets and new business models. To ensure real estate education remains able to address these evolutions and adaptations, it is vital the Department reviews the required education content areas periodically.

Solutions:

- Identify and Implement Opportunities for Improving Real Estate Education

Working with stakeholders, the Department will review education methods and forms to ensure statutory requirements continue to be met by schools, instructors and courses.

- Identify Opportunities for Modernizing/Updating Real Estate Education Categories

Working with stakeholders, the Department will review the Continuing Education Categories currently listed in Arizona Administrative Code and work through rulemaking as required to update them, if necessary.

- Update Model Broker Policy and Procedure Manual

Working with stakeholders, the Department will review and update the current Model Broker Policy and Procedure Manual. The Manual represents a compendium of various federal and state legal requirements and best practice suggestions that may be used by a broker to more easily set up a new brokerage or attempt to bring a current one into compliance. The Department's involvement and interest in updating the Manual is to ensure the document is updated with the most recent law changes and captures changes in the profession and industry.

Issue 4 Strategic Issue #4: Update Department's Rules and Decrease Deficiency Rate of Forms

Description The Department holds close its duty to uphold and not extend beyond its statutory authorities. To ensure this duty continues to be upheld, the Department must begin to engage in rulemaking to update its rules and ensure their continued compliance.

The Department's rules were last successfully updated in 2006; though the Department sought to update them most recently in 2014. With rulemaking and statutory changes, the Department will be reviewing each of its forms and will have the opportunity to simplify them and return them to requesting only what is required to process.

Solutions:

For FY23:

- Identify and Draft Required Updates to Rules
- Identify and Draft Required Updates to Forms
- Work through the Rulemaking Process

Issue 5 Strategic Issue #5: Minimize Regrettable Employee Attrition and Increase Number of Engaged Staff Members

Description As of June 30, 2021, the Arizona Department of Real Estate employs 25 FTE, while appropriated 37 FTE for FY 2022. Leaner staffing levels, a stable lower budget, and greater efficiencies than the previous year, is what the public and industry has come to expect from the ADRE. To achieve greater efficiencies and success the agency must continue to promote knowledge sharing, position growth opportunities, internal training among experienced and newer staff, and focus on staff retention.

Solutions:

For FY23:

- Encourage Staff Training and Development Opportunities

As identified in the Department's most recent engagement survey results, employees believe leadership may improve staff training for career development opportunities. The Department embraces this ask and will seek ways to ensure staff understand the opportunities available to them and all state employees.

- Improve Telework Program

The Department continues to offer a limited telework program due to system access issues. Those issues have been resolved and the Department wishes to proceed with more flexible options for employees but only if they are able to perform successfully. The Department continues to work through these concerns.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	37.0	37.0	37.0
General Fund	3,221.0	3,221.0	3,221.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	1,015.0	1,015.0	1,015.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To Provide Excellent Customer Service through Technological Advancement

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of favorable customer service surveys.	76	90	86	90	90
Total real estate applications received	39,497	40,000	39,368	40,000	40,000
Explanation: New Applicants & Renewals					
Number of real estate licensees	90,367	92,174	91,950	92,400	92,400
Explanation: Number reflects actual count of licensees. This includes individuals, brokers, and entities.					
Days to issue Development Lot Reservations.	0.92	2	.48	3	3
Number of outreach connections and consumer communications each month.	37	30	32.2	30	30
Avg. # of Days to Process Applications	0	0	1	1	1
Explanation: Original Salesperson or Broker License Application					
Average calendar days from receipt of real estate or subdivision complaint to resolution	26	30	32	30	30
Total real estate or subdivision complaints investigated	376	400	392	400	400
Number of subdivision filings received	1,203	900	1026	900	900
Explanation: Includes amendments					
Average number of pending messages at the end of each day.	9.8	0	7.11	3	3

◆ **Goal 2** To Bolster Continuity of Operations

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
% of Processes Updated in Procedure Manuals	0	0	0	100	100
% of Processes that Staff are Crosstrained to Perform within their Division	98	98	39.58	60	60

◆ **Goal 3** To Update Real Estate Education

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
% of Improved Education Forms	0	0	0	100	100
# of Reviewed Education Categories	0	0	0	8	8
% of Model Broker Policy and Procedure Manual Sections Updated	0	0	0	100	100

◆ **Goal 4** To Update AAC, Title 4, Ch28 to include legislative changes and outstanding 5-year-rule review findings

To Decrease Deficiency Rate of Forms

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
% of Review Completed	0	0	0	100	100
% of Drafting Completed	0	0	0	100	100
% of Review Completed	0	0	0	100	100
% of Drafting Completed	0	0	0	100	100
% of 2-Minute Applications Returned to Applicant Unprocessed	0	0	39	30	30
% of Requirements to Proceed through GRRC	0	0	0	70	100

◆ **Goal 5** To Minimize Regrettable Employee Attrition

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
% of Turnover	100	100	.23	.2	.2
% of Employee Engagement	0	0	75	75	75

Agency Summary

RESIDENTIAL UTILITY CONSUMER OFFICE

Malcolm Hightower, Director
Phone: (602) 364-4840
A.R.S. §§ 40-461 et seq.

Mission:

To professionally represent residential utility customers in regulatory proceedings before the Arizona Corporation Commission (ACC), advocating for fair and reasonable utility rates and quality utility services, in a dynamic utility environment.

Description:

The Residential Utility Consumer Office (RUCO) was established by the Arizona Legislature in 1983 to represent the the interests of residential utility ratepayers in rate-related proceedings involving public service corporations before the Arizona Corporation Commission. RUCO accomplishes this charge primarily through a staff of financial analysts and attorneys. RUCO participates in a number of policy matters that also affects the rates paid and services received by residential ratepayers.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,264.7	1,578.9	1,578.9
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	1,264.7	1,578.9	1,578.9
FTE Positions	8.0	9.0	9.0

Vision: Deliver exceptional representation and advocacy for residential ratepayers to receive fair and reasonable utility rates and quality utility service.

Mission: Professionally represent residential utility customers in regulatory proceedings before the Arizona Corporation Commission (ACC), advocating for fair and reasonable utility rates and quality utility services, in a dynamic utility environment.

Agency Description: The Residential Utility Consumer Office (RUCO) was established by the Arizona Legislature in 1983 to represent the interests of residential utility ratepayers in rate-related proceedings involving public service corporations before the Arizona Corporation Commission. RUCO accomplishes this charge primarily through a staff of financial analysts and attorneys. RUCO participates in a number of policy matters that also affects the rates paid and services received by residential ratepayers.

Executive Summary: RUCO's FY2023 strategic plan is designed to optimize customer value, continually improve operations, and develop an engaged, high-performing workforce.

With a core mission to represent and protect the interests of residential ratepayers, in proceedings before ACC, RUCO will strive for operational excellence through continued improvement of Office processes and through increased strategic planning and outreach. RUCO will also focus on fostering an engaged, high performing and professional workforce. Additionally, RUCO will communicate to customers, more regularly, the value RUCO provides them.

RUCO is the official rate payer advocate for the state of Arizona and as such, credibility and influence is essential to fulfill our role. RUCO will continue to track the effectiveness of RUCO recommendations to Arizona Corporation Commission

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Operational Excellence Through Continuous Improvement	FY21	<p>In FY22 RUCO accomplished standardization in all 13 major processes including: Direct Testimony, Surrebuttal Testimony, and Hearing Testimony. RUCO staff have been trained in each of the standard work for these critical areas, enhancing and improving timeliness and thorough development of rate case positions.</p> <p>In FY22 RUCO established a baseline of rate case recommendations that were accepted by the ACC. This information is being used to set goals and guide FY23 work.</p>
2	High Performing and Professional Workforce	FY21	<p>In FY22, RUCO fully implemented the Arizona Management System (AMS) and now has an AMS score of 3.0. RUCO's goal in FY23 is to continued utilization and score improvement. FY22, RUCO had 100% staff retention and we are working to maintain this in FY23. Annual employee engagement survey results for FY22, showed substantially higher scores from FY21 with 100% staff participation. FY22 focused heavily on staff training, both on internal standard work and analyst specific skill-building.</p>
3	Optimize Value For Customers	FY21	<p>In FY22 RUCO emphasized its return on investment for consumers and stakeholders through: being one of the first state agencies to migrate its website to Drupal 9 (we are now receiving 100% more external hits than ever before); meeting with existing external stakeholders on a regular basis, and welcome meeting with new stakeholders interested in collaboration.</p>

Strategy #	FY23 Annual Objectives	Objective Metrics (Percent & Numbers Tracked Internally)	Annual Initiatives
1	Consistently utilize standard work	<ul style="list-style-type: none"> • % use and following of standard work and internal systems • % of on-time filings of cases at the Arizona Corporation Commission (ACC) 	Consistent utilization of standard work and internal systems that are key to the success of RUCO deliverables (Baseline FY22)
1	Increase the credibility & influence of RUCO recommendations to the ACC.	<ul style="list-style-type: none"> • % of RUCO recommendations accepted by ACC baseline FY22 • % of Recommended Opinion and Orders (ROO) where ROCU is seen as expert and knowledgeable in written and in-person testimony. 	Utilize baseline for RUCO recommendations that are accepted by ACC established in FY22 to examine and refine our effectiveness in: <ul style="list-style-type: none"> • Direct Testimony • Rate Design • Surrebuttal Testimony • Hearing Testimony
2	Increase AMS score	<ul style="list-style-type: none"> • AMS Assessment score 	Continue to work with the Arizona Government Transformation Office to implement AMS (Baseline FY22)
2	Increase employee engagement	<ul style="list-style-type: none"> • Employee engagement scores • Staff Retention rate • % of staff that utilized specific rate analyst trainings 	Maintain and/or improve employee satisfaction and engagement (Baseline FY22): <ul style="list-style-type: none"> • Track and analyze employee satisfaction and engagement • Identify and address areas for improvement
3	Increase external communication and community engagement in RUCO's mission, goal and return on investment	<ul style="list-style-type: none"> • # of monthly hits on RUCO website • # of external stakeholder meetings hosted or attended • % stakeholders understand RUCO's return on investment for residential rate payers 	Consistently communicate RUCO return on investment on website and with stakeholders (Baseline FY22)

5 Year Plan

Issue 1 Optimize Value for Customers

Description Increase external communication and community engagement in RUCO's mission, goal and return on investment.

Solutions:

Consistently communicate RUCO return on investment on website and with stakeholders (Baseline FY22).

Issue 2 High Performing and Professional Workforce

Description Increase AMS Implementation

Increase employee engagement

Solutions:

Continue to work with the Arizona Government Transformation Office to implement AMS (Baseline FY22).

Maintain and/or improve employee satisfaction and engagement (Baseline FY22) by: Tracking and analyzing employee satisfaction and engagement; and identify and address areas for improvement.

Issue 3 Operational Excellence through continuous improvement

Description Consistently utilize standard work.

Increase the credibility and influence of RUCO recommendations to the Arizona Corporation Commission.

Solutions:

Consistent utilization of standard work and internal systems that are key to the success of RUCO deliverables (Baseline FY22).

Utilize baseline for RUCO recommendations that are accepted by the ACC established in FY22 to examine and refine our effectiveness in: Direct Testimony; Rate Design; Surrebuttal Testimony and Hearing Testimony.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	9.0	9.0	9.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,578.9	1,578.9	1,578.9
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To deliver exceptional representation and advocacy for residential ratepayers

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of cases analyzed	7	7	19	9	8
RUCO interventions in rate making	7	7	4	8	8

◆ **Goal 2** To secure fair and reasonable rates and quality service for residential utility ratepayers.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of proceedings intervened in	7	7	19	8	8
Number of proceedings intervened in that resulted in a \$\$ reduction	7	7	19	8	8
Total dollar amount of reductions in millions US Dollars	425.0	250.0	313.7	250.0	250.0

Agency Summary

BOARD OF RESPIRATORY CARE EXAMINERS

Jack Confer, 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:

The Board of Respiratory Care Examiners regulates the practice of respiratory care in Arizona. Respiratory care practitioners work in therapeutic, surgical, and/or clinical settings to monitor respiration and lung health, as well as to diagnose and treat disorders. The Board examines and licenses respiratory care practitioners based on minimum competence 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 members of the respiratory care community.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	326.0	406.8	406.8
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	326.0	406.8	406.8
FTE Positions	4.0	4.0	4.0

Issue 1 ARIZONA BOARD OF RESPIRATORY CARE EXAMINERS
STRATEGIC PLAN
Fiscal Years 2018-2022

Description The Arizona Board of Respiratory Care Examiners (“Board”) is a quasi-judicial state government Agency that licenses and regulates the respiratory care profession in the State of Arizona. The Board consists of seven (7) members who are appointed for three year terms by the Governor. The Board consists of two (2) public members, three (3) licensed respiratory therapists, one (1) physician and one (1) hospital administrator.

Respiratory Therapist care for patients who have trouble breathing—for example, from a chronic respiratory disease, such as asthma or emphysema. Their patients range from premature infants with undeveloped lungs to elderly patients who have diseased lungs. They also provide emergency care to patients suffering from heart attacks, drowning, or shock.

Nationally, respiratory therapists held about 119,300 jobs in 2012. Arizona currently approximately 4,100 licensed therapists. Most respiratory therapists work in hospitals. Others may work in nursing care facilities or travel to patients’ homes.

Employment of respiratory therapists is projected to grow 19 percent from 2012 to 2022, faster than the average for all occupations. Growth in the middle-aged and elderly population will lead to an increased incidence of respiratory conditions such as emphysema, chronic bronchitis, and pneumonia. These respiratory disorders can permanently damage the lungs or restrict lung function.

Laws 1990, Chapter 256 § 1, state that:

The Legislature also recognizes that the practice of respiratory care is a dynamic and changing art and science which is continually evolving to include new developments and more sophisticated techniques in patient care, thus creating a need for continuing education and maintenance of minimum standards of competence for those who practice in this area.

The intent of the legislature in this act is to provide clear legal authority for functions and procedures which have common acceptance and usage. In this act, the legislature also intends to recognize the existence of overlapping functions between physicians, registered nurses, physical and occupational therapists, respiratory care practitioners and other licensed health care personnel and to continue to allow appropriate sharing of functions among the various health care professions.

The Board ratifies every new license and renewal application and conducts random audits of required continuing education.

The Board has a well-structured process for investigating complaints made against its’ licensees. The investigation process is clearly separated from the adjudication process. Written procedures were developed to outline the complaint process and the order in which things occur, so the complaint is investigated properly and to ensure the due process of the licensee or certificate

MISSION

The mission of the Arizona Board of Respiratory Care Examiners is to benefit, educate and protect the public through regulation of licensure; enforcement of the rules, regulations and statutes governing the safe practice of respiratory care.

VISION

The Arizona Board of Respiratory Care Examiners is committed to the enhancement of the health and safety of the people of Arizona by ensuring:

- Protection for and confidence by the consumer through enforcement of laws governing the practice of respiratory care.

- Highly qualified therapists work as health care professionals.
- Fair and ethical standards of professional conduct.
- Excellence in therapist training and education.

Solutions:

STRATEGIC ISSUES

Goal 1: Complete investigations with 180 days.

Strategy: By January 2022, the Board will complete and resolve complaints within 180 days from receipt.

Goal 2: By December 2021, the Board will implement a new database solution (E Licensing) that accurately tracks licensing timeframes and provides realtime application updates online. (Goal not met, hold placed on Thentia Solution by Gov's Office and ASET)

Strategy: By December 2021 add all service to the Web Portal so that all transactions may be paid with a credit card or electronic funds transfer. (Goal not met, hold placed on Thentia Solution by Gov's Office and ASET)

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	4.0	4.0	4.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	406,800.0	406,800.0	406,800.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To process licensing and renewal applications in a timely and accurate manner.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
New licenses issued.	575	350	367	400	400
Explanation: Total number of licenses issued					
Average number of days to renew a license	2	2	3	2	2
Explanation: Average number of days from receipt to granting a temporary license					
Total number of applications for permanent licenses	1078	200	367	200	200

◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of complaints received	237	250	0	200	0
Explanation: Total number of complaints received					
Average days from receipt of complaint to resolution	145	60	0	60	0
Average monthly backlog of complaints not yet resolved	137	75	0	60	0
Explanation: Total number of complaints pending from month to month					
Number of licenses revoked or suspended	6	10	0	10	0
Explanation: Total number of licenses revoked or suspended					
Total number of practitioners investigated	234	150	0	150	0
Percent of investigations resulting in disciplinary or enforcement action	6	10	0	10	0
Total percent of licensees receiving disciplinary action	1	2	0	2	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) is 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 (ASRS) provides pension, retiree health insurance, and long-term disability benefits to most public sector employers in Arizona, including State universities and community colleges, public school districts, and State and local governments.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ MEMBER SERVICES	25,603.9	33,771.1	34,719.1
➤ ADMINISTRATION AND SUPPORT	4,849.6	5,824.8	5,824.8
➤ INVESTMENT MANAGEMENT	248,080.4	132,045.1	135,982.3
Agency Total:	278,533.9	171,641.0	176,526.2
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	22,846.7	28,135.6	29,083.6
Other Non Appropriated Funds	255,687.2	143,505.4	147,442.6
Total Funding	278,533.9	171,641.0	176,526.2
FTE Positions	240.9	240.9	240.9

5 Year Plan

Issue 1 Maintain Sustainable Benefit Plans

Description Sustainability refers to the ability of the ASRS to provide and maintain the Pension, Health Insurance Supplement, and Long-Term Disability plans without the need for significant plan design changes or significant increases in contribution rates.

Solutions:

The ASRS focuses on the sustainability of the plans through the development, implementation, management, and monitoring of our funding policy, investment management program, and plan design modifications for consideration through the legislative process. The goal of the ASRS Funding Policy is to ensure that a thorough process has been developed, documented, and implemented to fully fund benefits in a manner consistent with the capital market, demographic, risk tolerance, and other parameters. The goal of the investment management program is to ensure that investment strategies are designed and implemented to meet the required investment objectives to fund the plans. The purpose of reviewing plan design features for legislative consideration is to ensure that potential plan design flaws and inequities are conveyed to legislative bodies for consideration.

Issue 2 Achieve Investment Goals

Description The financial health of the ASRS significantly depends on the ability to generate high levels of investment returns for acceptable levels of risk. Investment returns have one of the largest impacts on determining long-term contribution rates.

Solutions:

Design, implement, manage, monitor, and modify investment strategies considering forecasts in the capital markets, funding goals, risk tolerances, and market conditions.

Issue 3 Enhance Risk Management Capabilities

Description As the threat landscape continues to evolve, pension funds must continue to enhance their risk management capabilities to protect pension fund assets, systems, and data.

Solutions:

Enhance the agency's enterprise-wide risk management (ERM) program to ensure that the agency has identified and is monitoring, managing, and mitigating risks most likely to impact the agency. For this planning period, emphasis will be placed on fraud detection, information security, information privacy, and cash controls.

Issue 4 Optimize Operational Effectiveness

Description Continue to perform analysis and identify opportunities to improve the agency's operational effectiveness.

Solutions:

Utilize peer benchmarking, lean analysis, ongoing budget monitoring, and enhanced technology to improve productivity, increase service, or reduce cost where room for improvement has been identified.

Issue 5 Provide Outstanding Customer Service

Description To ensure members continue to receive high levels of service, the ASRS must regularly monitor, review, and manage its customer service to ensure members remain satisfied with the service they receive.

Solutions:

Continue to utilize peer benchmarking and internal surveys to monitor customer service. When required, develop strategies to address any issues that are present.

Issue 6 Ensure Operational Continuity

Description To successfully achieve agency priorities, the ASRS must recruit, retain, and develop a workforce that is high-performing and engaged.

Solutions:

Develop effective recruitment and transition management plans. Work with management to develop strategies to maintain high levels of employee engagement. Cultivate an employee development plan that mentors and develops future leaders.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	240.9	240.9	240.9
General Fund	0.0	0.0	0.0
Other Appropriated Funds	29,083.6	29,083.6	29,083.6
Non-Appropriated Funds	147,442.6	147,442.6	147,442.6
Federal Funds	0.0	0.0	0.0

Program Summary

MEMBER SERVICES

Anthony Guarino, Deputy Director, Chief Operations Officer
 Phone: (602) 240-2077
 A.R.S. § 38-712

Mission:

To benefit our members, the Arizona State Retirement System (ASRS) will be a leading state benefit plan administrator in the areas of core member services, funded status, investment performance, and operational effectiveness, while keeping program benefits and associated costs relatively aligned and maintaining actuarial and fiscal integrity.

Description:

The Member Services Program is comprised of the Member Services, Financial Services, and Technology Services Divisions of the ASRS. These three divisions are collectively responsible for delivering services to ASRS members.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	18,694.9	23,238.2	24,186.2
Other Non Appropriated Funds	6,909.0	10,532.9	10,532.9
Total Funding	25,603.9	33,771.1	34,719.1
FTE Positions	199.0	198.0	198.0

◆ **Goal 1** To ensure member disbursements will be distributed timely and accurately, resulting in high levels of member satisfaction.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of months in which 90% or more of new retirees receive initial payment within 10 business days of retirement	1	12	2	12	12
Percent of overall member satisfaction with the retirement application process for new retirees (objective 90%)	87	90	87	90	90
Number of months in which 100% of monthly pension payments are disbursed on the first day of the month	12	12	11	12	12
Number of months in which 90% or more of forfeitures are disbursed within 5 business days of request	12	12	12	12	12
Percent of overall member satisfaction with the forfeiture process (objective 90%)	84	90	81	90	90
Percent of overall member satisfaction with the survivor benefit process (objective 90%)	82	90	82	90	90
Number of months in which 90% of survivor benefit annuity calculations are finalized within the first month possible following receipt of all documentation and information	12	12	12	12	12
Number of months in which 90% of survivor benefit lump sum payments are disbursed to beneficiaries within 10 days of receipt of required documentation and information	4	12	0	12	12

◆ **Goal 2** To offer, for the sole benefit of all eligible members, health insurance plans which are cost competitive, accessible, efficient, and provide strong customer service

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of eligible members participating in an ASRS medical insurance plan	0	25	23	23	23
Percent of medical insurance performance guarantees that are met and enforced	0	100	98	95	95
Percent of eligible members participating in an ASRS dental insurance plan	0	35	36	36	36

◆ **Goal 3** To administer a Long Term Disability plan that is competitive, efficient and satisfies members

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of long term disability performance guarantees that are met and enforced	0	0	92	100	100
Percent of members that are satisfied with the LTD approval process based on the quarterly survey conducted by vendor	0	100	93	90	90
Percent of members that are satisfied with the LTD maintenance process based on the quarterly survey conducted by vendor	0	100	97	90	90

◆ **Goal 4** To provide members and employers with timely and accurate service that results in high levels of customer satisfaction.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of months which 70% or more of member calls are answered within 20 seconds	11	12	12	12	12
Percentage of overall member satisfaction with Telephone Service at the Arizona State Retirement System (objective 90%)	98	90	97	90	90
Number of months which 90% or higher of member secure messages are answered within one business day	12	12	12	12	12
Percentage of overall member satisfaction with walk-in counseling (objective 90%)	89	90	96	90	90
Number of months which 90% or more of employer secure messages are answered within two business days	12	12	0	12	12

◆ **Goal 5** To provide members and business users with technology that is high-performing and able to support evolving business needs.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of overall user satisfaction with core business applications	80	90	62	90	90
Percent of overall user satisfaction with non-core business applications	90	90	86	90	90

- ◆ **Goal 6** To ensure contributions and data received from members and employers will be processed and managed efficiently and effectively.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of months in which 90% or higher of members receive a service purchase cost invoice within 5 days	12	12	12	12	12
Percent of members satisfied with the service purchase process	71	90	80	90	90
Percent of employers satisfied with the contribution process	84	90	82	90	90
Percent of active member accounts that have a complete demographic profile	0	98	96	95	95
Percent of inactive members that have a valid birthdate and address	0	90	93	90	90

Program Summary

ADMINISTRATION AND SUPPORT

Anthony Guarino, Deputy Director, Chief Operations Officer
 Phone: (602) 240-2077
 A.R.S. § 38-712

Mission:

To benefit our members, the Arizona State Retirement System (ASRS) will be a leading state benefit plan administrator in the areas of core member services, funded status, investment performance, and operational effectiveness, while keeping program benefits and associated costs relatively aligned and maintaining actuarial and fiscal integrity.

Description:

The Administration and Support Program contains the various administrative processes necessary to support the ongoing administration of the ASRS.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	4,151.8	4,897.4	4,897.4
Other Non Appropriated Funds	697.8	927.4	927.4
Total Funding	4,849.6	5,824.8	5,824.8
FTE Positions	29.9	29.9	29.9

◆ **Goal 1** To ensure responsible governance in the administration of ASRS and its benefit programs

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Net promoter score: Employers respond positively when asked "How likely are you to recommend or promote ASRS as a great organization?"	47	50	41	50	50
Net Promoter Score: Active Members respond positively when asked "How likely are you to recommend or promote ASRS as a great organization?"	0	0	41	50	50
Net Promoter Score: Retiree's respond positively when asked "How likely are you to recommend or promote ASRS as a great organization?"	0	0	50	50	50
Members respond positively when asked if "ASRS operates in my best interest"	80	90	81	90	90
Members respond positively when asked if "My retirement is secure with the ASRS"	84	90	84	90	90
Stakeholders respond positively when asked if "The ASRS acts ethically"	78	90	80	90	90

◆ **Goal 2** To recruit, retain and develop a high-performing and engaged workforce that is capable of achieving agency goals and implement workforce plans that prepare future leaders and ensure continuity in key positions.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total rolling annual turnover rate compared to the State of Arizona	11.8	12	23	14	14
Engagement score from ADOA employee engagement survey	88	80	97	80	80

Program Summary

INVESTMENT MANAGEMENT

Michael Viteri, Chief Investment Officer
Phone: (602) 240-2014
A.R.S. § 38-719

Mission:

To benefit our members, the Arizona State Retirement System (ASRS) will be a leading state benefit plan administrator in the areas of core member services, funded status, investment performance, and operational effectiveness, while keeping program benefits and associated costs relatively aligned and maintaining actuarial and fiscal integrity.

Description:

The Investment Management Program is responsible for overseeing the investment of the ASRS assets.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	248,080.4	132,045.1	135,982.3
Total Funding	248,080.4	132,045.1	135,982.3
FTE Positions	12.0	13.0	13.0

- ◆ **Goal 1** To design, implement, and maintain an investment management program that maximizes rates of return for acceptable levels of risk.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of investment returns	26.12	7.5	1.1	7.0	7.0
Explanation: 1-year total fund net rates of return (actual) compared to actuarial assumed rate (est.)					
20-Year rolling annual rate of return on total fund assets (%)	0	0	7.6	7.0	7.0
Percentile Ranking: 1-year Total Fund Net Rate of Return compared to US Public Fund Peer (Greater than \$1 Billion) Median.	0	0	2nd	Top 25th	Top 25th
Explanation: Percentile Ranking Target - top 25th percentile					
Percentile Ranking: 3-year Total Fund Net Rate of Return compared to US Public Fund Peer (Greater than \$1 Billion) Median.	0	0	8th	Top 25th	Top 25th
Explanation: Percentile Ranking Target - top 25th percentile					
Percentile Ranking: 5-year Total Fund Net Rate of Return compared to US Public Fund Peer (Greater than \$1 Billion) Median.	0	0	8th	Top 25th	Top 25th
Explanation: Percentile Ranking Target - top 25th percentile					
1-year excess return of total fund rate of return over strategic asset allocation benchmark.	0	0	3.20	0.50	0.50
Explanation: Percentage of excess return over benchmark					
3-year excess return of total fund rate of return over strategic asset allocation benchmark.	0	0	0.90	0.50	0.50
Explanation: Percentage of excess return over benchmark					
5-year excess return of total fund rate of return over strategic asset allocation benchmark.	0	0	1.20	0.50	0.50
Explanation: Percentage of excess return over benchmark					

Agency Summary

DEPARTMENT OF REVENUE

Robert Woods, Director
Phone: (602) 716-6090
A.R.S. §§ 42-1001 et seq.

Mission:

To serve taxpayers!

Description:

The Department of Revenue (DOR) administers and enforces the collection of individual and corporate income, transaction privilege, withholding, and other taxes. DOR oversees the 15 county assessors in the administration of State property tax laws.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ SERVICE	17,119.0	17,989.6	19,091.8
➤ PROCESSING	7,438.9	8,400.9	8,806.2
➤ EDUCATION AND COMPLIANCE	19,414.9	23,898.8	25,229.8
➤ AGENCY SUPPORT	31,153.5	41,629.0	38,790.5
Agency Total:	75,126.3	91,918.3	91,918.3
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	23,976.2	59,863.3	63,966.4
Other Appropriated Funds	25,425.8	30,223.5	26,120.4
Other Non Appropriated Funds	25,724.3	1,831.5	1,831.5
Total Funding	75,126.3	91,918.3	91,918.3
FTE Positions	896.0	908.0	908.0

Vision: Funding Arizona’s priorities through excellence in innovation, exceptional customer experience and public servant-led continuous improvement.

Mission: Serving Taxpayers!

Agency Description:

The mission of the Arizona Department of Revenue (ADOR) is to serve taxpayers. The department administers collection and distribution of individual and corporate income tax, transaction privilege (sales), use, luxury, withholding, property, fiduciary, bingo, and severance taxes. The department oversees county assessors in the administration of locally-assessed property taxes.

Executive Summary: The Arizona Department of Revenue has identified four strategic priorities in furtherance of fulfilling our vision. This holistic strategy engaged every level of the ADOR workforce and is aligned to the agency’s core purpose of collecting and distributing revenue to the State of Arizona. We will accomplish this through focus on the foundational pillars of the Department of Revenue:

Optimize Employee Culture: Create an environment focused on well-being, goal alignment, vision, and purpose from recruitment to retirement.

Maximize Agency Effectiveness & Efficiency: Review processes to ensure focus on what is required and realistic. Prioritize by impact and frequency with financial tools that promote reduction in time, costs, and resources.

Enhanced Customer Experience: Creating a unique experience enabling a positive customer interaction through increased availability, reduced wait times, first contact resolution, by responding to customer needs with urgency while utilizing feedback to improve processes.

Legislative Agility: Enable agency to respond to changing priorities quickly to better support the taxpayers of Arizona through implementing legislation in a technically sound and administratively feasible manner.

Summary of 3-Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Optimize Employee Culture - Enhance Employee Centric Culture	2021	Year-over-year increase in Employee Engagement Scores (May 2022); Winner of “Top Companies to Work for in Arizona”; Created Job Matrixes for 10 positions within ADOR supporting Leader Standard Work, required job competencies, and critical agency positions. Introduced Core Value Awards and Spot Incentives to drive engagement and behaviors in the Agency.
2	Maximize Agency Effectiveness & Efficiency - Increase Voluntary Compliance	2021	Implemented new standard work for collections team to increase collections activities projecting to increase by 10% over prior year; Process Mapping Audit Refund process eliminating waste and increasing efficiency; Increased outreach to Property Management Companies and revamped training with a 90% satisfaction; Pilot for remote seller analytics yielded \$4M in new ongoing revenue streams.
3	Enhanced Customer Experience	2021	Customer Journey map & metrics based process map completed for Transaction Privilege Tax (TPT) process, reducing backlog inventory levels ; created standard work for process mapping to replicate with other tax types.
4	Legislative Agility	2021	Brought SB 1783 to implementation in record time; Completed Interjurisdictional Transfer (IJT) process with Cities/Towns; Prioritized agency efforts behind critical legislative priorities for intentional focus; Collaborated with Attorney General Office (AGO) to streamline reporting and funding.

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Improve the process to attract, recruit, and extend timely offers to external candidates.	% of hires within calendar days.	<ul style="list-style-type: none"> -Update standard work. -Train staff on updated process, roles, and recruiting software. -Enhance marketing and sourcing strategies.
2	Reduce TPT Accounts Receivable.	- % continuous reduction monthly in AR.	<ul style="list-style-type: none"> - Initiate automatic levy streams. - Cleanup data management. - Identify TPT notice thresholds. - Gain budget approval.
3	Improve customer experience with the call center (<i>Breakthrough</i>).	<ul style="list-style-type: none"> -Average minutes to answer. - % calls resolved on first call. -% call quality score. 	<ul style="list-style-type: none"> -Match capacity to demand with increased headcount and broader schedule coverage. -Supplier management initiative to improve accountability to metrics with countermeasures. -Leverage Artificial Intelligence (AI) solution to resolve low complexity call types via automation (may not be fully implemented in FY23).
4	Implement House Bill (HB) 2696: amends A.R.S. § 41-1006 to require certain written communications from a state agency to a person, to provide direct contact information of the sender.	- % project complete.	<ul style="list-style-type: none"> - Develop scope of project impact to correspondence. - Identify current service-level agreements (SLA). - Complete letter changes and implement new SLA. - Revise and propose recommendations.
4	Implement HB 2838: A.R.S. § 43-1014, create new or modify existing methods for partnerships and S Corporation and amends A.R.S. § 43-581 to develop a new or modify existing methods to Partnerships and S Corps taxpayers.	- % project complete.	<ul style="list-style-type: none"> - Draft pass-through entity (PTE) form. - Build form in systems over four quarters. - Go live with new PTE form.
4	Develop Business One Stop.	- % project complete.	<ul style="list-style-type: none"> - Identify business processes. - Identify user stories. - ADOR committed. - Complete user stories.
4	Prepare for the Stars Tax System (<i>Breakthrough</i>).	<ul style="list-style-type: none"> -Schedule adherence: Project milestones within 10% of anticipated schedule. -Budget adherence: Project budget within 10% of forecasted spend. 	<ul style="list-style-type: none"> - Data Cleanse Phase I. - Request for Proposal & vendor selection. - Roll out staffing plan 1. - Submit Legislative Budget. - Create Communication Plan.

5 Year Plan

Issue 1 Optimize Employee Culture - Enhance Employee Centric Culture

Description Start Year: 2021

Create an environment focused on well-being, goal alignment, vision, and purpose from recruitment to retirement.

Year over year increase in Employee Engagement Scores (May 2022); Winner of "Top companies to Work for in Arizona"; Created Job Matrixes for 10 positions within ADOR supporting Leader Standard Work, required job competencies, and critical agency positions. Introduced Core Value Awards and Spot Incentives to drive engagement and behaviors in the Agency.

Solutions:

Annual Objective: Improve the process to attract, recruit, and extend timely offers to external candidates.

Objective Metric: Increase the percentage of employment offers accepted within target number of calendar days by 90%

- Update standard work
- Train staff on updated process, roles and recruiting software
- Enhance Marketing and sourcing strategies

Issue 2 Maximize Agency Effectiveness & Efficiency - Increase Voluntary Compliance

Description Start Year: 2021

Review processes to ensure focus on what is required and realistic. Prioritize by impact and frequency with financial tools that promote reduction in time, costs, and resources.

Implemented new standard work for the collections team to increase by 10% over prior year; Process Mapping Audit refund process eliminating waste and increasing efficiency; Increased outreach to Property Management Companies and revamped training with a 90% satisfaction; Pilot for remote seller analytics yielded \$4M in new ongoing revenue streams.

Solutions:

Annual Objective: Reduce TPT Accounts Receivable

Objective Metric: Reduce percentage of monthly TPT accounts receivable by 24% (cumulative percent)

- Initiate automatic levy streams
- Cleanup data management
- Identify TPT notice thresholds
- Gain budget approval

Issue 3 Enhanced Customer Experience

Description Start Year: 2021

Creating a unique experience enabling a positive customer interaction through increased availability, reduced wait times, first contact resolution, and by responding to customer needs with urgency while utilizing feedback to improve processes.

Customer Journey map and metrics based process map completed for Transaction Privilege Tax (TPT) process, reducing backlog inventory levels; created standard work for process mapping to replicate with other tax types.

Solutions:

Annual Objective: Improve customer experience with the call center (Breakthrough)

Objective Metrics:

Reduce Average time to answer calls to 10 minutes in FY23 and 7 minutes in FY24

Increase percentage of the first call resolution by 75%

Increase the customer experience quality score by 75% in FY23 and 80% in FY24

- Match capacity to demand with increased headcount and broader schedule coverage
- Supplier management initiative to improve accountability to metrics with countermeasures
- Leverage Artificial Intelligence (AI) solution to resolve low complexity call types via automation (may not be fully implemented in FY23)

Issue 4 Legislative Agility

Description Start Year: 2021

Enable agency to respond to changing priorities quickly to better support the taxpayers of Arizona through implementing legislation in a technically sound and administratively feasible manner.

Brought SB 1783 to implementation in record time; Completed interjurisdictional Transfer (IJT) process with Cities/Towns; Prioritized agency efforts behind critical legislative priorities for intentional focus; Collaborated with Attorney General Office (AGO) to streamline reporting and funding.

Solutions:

Annual Objective: Implement House Bill (HB) 2696: amends A.R.S. § 41- 1006 to require certain written communications from a state agency to a person, to provide direct contact information of the sender.

Objective Metric: Complete 60% of the project to optimize written communications in accordance with HB 2696 in FY23 and 100% in FY24 (cumulative percent)

- Develop scope of project impact to correspondence
- Identify current service level agreements
- Complete letter changes and implement new SLA
- Revise and propose recommendations

Annual Objective: Develop Business One Stop

Objective Metric: Complete 54% of the project for Business One Stop within estimated timeframe in FY23 and 100% in FY24 (cumulative percent)

- Identify business processes
- Build form in systems over four quarters
- Go live with new PTE form

Annual Objective: Prepare for the State Tax Accounting and Reconciliation System (STARS) (Breakthrough)

Objective Metric: Meet 100% of the project milestones according to schedule (percent)

- Data Cleanse for Phase 1
- Request for Proposal and vendor selection
- Roll out staffing plan
- Submit legislative budget
- Create a Communication Plan

Annual Objective: Prepare for the State Tax Accounting and Reconciliation System (STARS) (Breakthrough)

Objective Metric: Adhere to annual project budget 6,187.1 in FY23 and 7,575.3 in FY24 (dollars are presented in thousands)

Annual Objective: Implement HB 2838: A.R.S. § 43-1014, create new or modify existing methods for partnerships and S Corporation and amends A.R.S. § 43-581 to develop a new or modify existing methods to Partnerships and S Corps taxpayers.

Objective Metric: Complete 45% of the project to accept and process Partnerships and S Corps tax returns who elect to pay tax at the entity level in accordance with HB 2838 in FY23 and 100% in FY24 (cumulative percent)

- Draft pass-through entity (PTE) form.
- Build form in systems over four quarters.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	908.0	908.0	908.0
General Fund	63,966.4	63,966.4	63,966.4
Other Appropriated Funds	26,120.4	26,120.4	26,120.4
Non-Appropriated Funds	1,831.5	1,831.5	1,831.5
Federal Funds	0.0	0.0	0.0

Program Summary

SERVICE

Sean Price, Assistant Director of Taxpayer Services
 Phone: (602) 716-6090
 A.R.S., Title 42

Mission:

To serve taxpayers!

Description:

The Service program, also known as Taxpayer Services, is responsible for supporting Arizona taxpayers through the provision of prompt, accurate and helpful assistance in coming into compliance with Arizona state tax requirements and obligations. These services include: providing customer service support in-person, by phone and through various on-line platforms including electronic mail and live chat; providing cashier support in three lobby locations; providing direct customer assistance for more complex matters and inquiries; facilitating customer use of AZTaxes to obtain and renew licenses, file and pay tax obligations; providing specialized support for unique business areas; partnering with cities and towns to create a singular customer experience; preparing, improving and issuing state tax forms, providing taxpayers with guidance in the form of tax rulings, procedures and instructions to aid in their compliance efforts; representing the department in appeals process at the administrative level while ensuring taxpayers are granted due process in the appeal of determinations made by the department; assisting in the analysis of proposed legislation and in proposing new legislation and policy to improve tax administration; exercising general supervision over county assessors to ensure all property is uniformly valued for property tax purposes; prescribing guidelines for appraisal methods and valuing centrally valued properties; resolving taxpayer account problems and disputes; returning unclaimed property to its rightful owner by identifying, locating and notifying owners of the property; administering and enforcing Arizona tobacco tax laws, including processing applications for tobacco distributor licenses and conducting routine retailer inspections; processing public information requests and ensuring agency adherence to state confidentiality laws.

This Program Contains the following Subprograms:

- ▶ Inquiries and Requests
- ▶ Local Jurisdictions
- ▶ Taxpayer, Executive, and Legislative Issues
- ▶ Enforcement

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,927.7	13,295.7	14,243.0
Other Appropriated Funds	3,475.7	3,543.8	3,698.7
Other Non Appropriated Funds	9,715.7	1,150.1	1,150.1
Total Funding	17,119.0	17,989.6	19,091.8
FTE Positions	208.8	208.9	208.9

◆ **Goal 1** To optimize taxpayer services

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Complete Voice of the Customer project (percent complete).	0	100.0	22	N/A	N/A
Complete online resources/AzTaxes project (percent complete).	0	100.0	50	N/A	N/A

◆ **Goal 2** To increase legislative agility

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Implementation of legislation or other administrative mandates within required deadline (percent complete).	100.0	100.0	100	N/A	N/A
Complete project for Business One Stop within estimated timeframe (cumulative percent).	0	0	N/A	54	100
Adhere to annual project budget (dollars are presented in thousands).	0	0	N/A	6,187.1	7,575.3
Complete project to accept and process Partnerships and S Corps tax returns who elect to pay tax at the entity level in accordance with HB 2838 (cumulative percent).	0	0	N/A	45	100

Subprogram Summary

INQUIRIES AND REQUESTS

Sean Price, Assistant Director of Taxpayer Services
 Phone: (602) 716-6090
 A.R.S., Title 42

Mission:

To serve taxpayers!

Description:

Inquiries & Requests is responsible for supporting Arizona taxpayers through the provision of prompt, accurate and helpful assistance in coming into compliance with Arizona state tax requirements and obligations. Services include: providing customer service support in-person, by phone and through various on-line platforms including electronic mail and live chat; providing cashier support in three lobby locations; providing direct customer assistance for more complex matters and inquiries; facilitating customer use of AZTaxes to obtain and renew licenses, file and pay tax obligations; providing specialized support for unique business areas; partnering with cities and towns to create a singular customer experience; resolving taxpayer account problems and disputes; returning unclaimed property to its rightful owner by identifying, locating and notifying owners of the property; reviewing and evaluating penalty abatement requests; supporting remote sellers and marketplace facilitators in understanding and complying with Arizona remote seller tax laws.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,804.1	6,795.3	7,248.0
Other Appropriated Funds	1,877.2	1,596.3	1,627.0
Other Non Appropriated Funds	3,928.5	104.8	104.8
Total Funding	8,609.8	8,496.4	8,979.8
FTE Positions	96.1	96.2	96.2

Subprogram Summary

LOCAL JURISDICTIONS

Sean Price, Assistant Director of Taxpayer Services
Phone: (602) 716-6090
A.R.S., Title 42

Mission:

To serve taxpayers!

Description:

Local Jurisdictions is responsible for administration of the state's property tax laws; exercising general supervision over county assessors to ensure all property is uniformly valued; providing certification and training; appraisal of utilities, railroads, mines and other complex properties; developing appraisal and assessment guidelines; and conducting analysis to ensure assessors' values are within statutorily prescribed limits. The subprogram also includes the General Council, Hearing Office and the Disclosure Office. The Hearing Office conducts hearings and issues decisions on protecting taxpayer confidentiality and privacy; responding to record requests from the public, law enforcement and state and federal agencies. The subprogram provides legal guidance on issues involving disclosure or record retention, is the liaison for the Internal Revenue Service and prepares required reports and policies.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	858.0	3,200.2	3,423.9
Other Appropriated Funds	19.3	22.8	25.2
Other Non Appropriated Funds	2,031.0	27.0	27.0
Total Funding	2,908.2	3,250.0	3,476.1
FTE Positions	34.7	34.8	34.8

Subprogram Summary

TAXPAYER, EXECUTIVE, AND LEGISLATIVE ISSUES

Sean Price, Assistant Director of Taxpayer Services
Phone: (602) 716-6090
A.R.S., Title 42

Mission:

To serve taxpayers!

Description:

The Taxpayer, Executive and Legislative Issues subprogram provides administrative tax policy for the department, legal and interpretive support, case advocacy and resolution for the various divisions within the department. The subprogram also acts as liaison to the Attorney General's Tax Section and coordinates the defense of litigation with the Tax Section attorneys. The subprogram provides additional support to the Director on an as-needed basis. The subprogram administers and enforces Arizona tobacco tax laws, including the issuance of tobacco distributor licenses. The subprogram consists of Appeals, Individual Income and Corporate Appeals, Non-Income Appeals, and Tax Research & Analysis section.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	265.6	3,300.2	3,571.1
Other Appropriated Funds	1,368.2	1,699.2	1,803.2
Other Non Appropriated Funds	3,499.8	744.4	744.4
Total Funding	5,133.6	5,743.8	6,118.7
FTE Positions	67.9	67.9	67.9

Subprogram Summary

ENFORCEMENT

Sean Price, Assistant Director of Taxpayer Services
 Phone: (602) 716-6090
 A.R.S., Title 42

Mission:

To serve taxpayers!

Description:

The Enforcement subprogram inspects and educates tobacco retailers and distributors regarding compliance with tobacco tax laws, and investigates and assists in the prosecution of criminal offenders.

Program Summary

PROCESSING

Neeraj Deshpande, Deputy Director
 Phone: (602) 716-6090
 A.R.S., Title 42

Mission:

To serve taxpayers!

Description:

The Processing program is comprised of three subprograms: Process Administration, Tax Data Management, and Tax Fraud Prevention.

This Program Contains the following Subprograms:

- ▶ Process Administration
- ▶ Tax Data Management

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,153.7	8,348.9	8,749.7
Other Appropriated Funds	85.9	45.7	50.2
Other Non Appropriated Funds	4,199.4	6.3	6.3
Total Funding	7,438.9	8,400.9	8,806.2
FTE Positions	151.2	150.2	150.2

◆ **Goal 1** To accelerate processing

Performance Measures

	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Sustain processing times for Transaction Priviledge Tax (days)	0	6	8	N/A	N/A

◆ **Goal 2** To increase legislative agility

Performance Measures

	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Complete project to optimize written communications in accordance with HB 2696 (cumulative percent).	0	0	N/A	60	100

Subprogram Summary

PROCESS ADMINISTRATION

Neeraj Deshpande, Deputy Director
Phone: (602) 716-6090
A.R.S., Title 42

Mission:

To serve taxpayers!

Description:

The Process Administration subprogram is comprised of three teams:

Records Processing: Opens, batches and processes tax documents; handles the department’s mail services; identifies errors in documents before data entry occurs. Responsible for filing, maintaining, storing and disposal of all tax documents; provides internal access to tax returns and license applications; develops customized records retention and disposition schedules.

Treasury Team: Responsible for depositing all tax revenue and for entering all taxpayer data.

Error Resolution: Ensures accuracy in the processing of returns and payments for the four largest tax types.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,781.3	6,114.2	6,344.9
Other Appropriated Funds	19.3	0.0	0.0
Other Non Appropriated Funds	2,369.1	0.0	0.0
Total Funding	5,169.7	6,114.2	6,344.9
FTE Positions	115.1	115.0	115.0

Subprogram Summary

TAX DATA MANAGEMENT

Neeraj Deshpande, Deputy Director
Phone: (602) 716-6090
A.R.S., Title 42

Mission:

To serve taxpayers!

Description:

This Sub-Program is the official owner of the data within the Department’s Tax Accounting System (TAS). It has three major components:

Advanced Error Resolution and Testing: Ensures taxpayer accounts are correct and in balance through the correction of known data quality issues. In addition, it is responsible for the business unit testing of system and application changes to ensure integrity of data entering the system.

Data management: Responsible for improving the agency data management maturity through the development and implementation of the data management strategy, data governance, data quality, and supporting processes.

New Tax system implementation: The Sub-Program is taking the lead in preparing the Department for a new tax system and will lead in the implementation of the new system.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	372.4	2,234.7	2,404.8
Other Appropriated Funds	66.6	45.7	50.2
Other Non Appropriated Funds	1,830.3	6.3	6.3
Total Funding	2,269.3	2,286.7	2,461.3
FTE Positions	36.1	35.2	35.2

Program Summary			
EDUCATION AND COMPLIANCE			
Kathy Gamboa, Assistant Director of Education & Compliance			
Phone: (602) 716-6090			
A.R.S., Title 42			

Mission:

To serve taxpayers!

Description:

The Education and Compliance program is comprised of three subprograms; Audit and Assessing, Collections, and Education & Outreach.

This Program Contains the following Subprograms:

- ▶ Education and Outreach
- ▶ Audit and Assessing
- ▶ Collections
- ▶ Tax Fraud Prevention

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,044.2	6,383.4	6,544.3
Other Appropriated Funds	13,418.4	17,085.3	18,255.4
Other Non Appropriated Funds	1,952.3	430.1	430.1
Total Funding	19,414.9	23,898.8	25,229.8
FTE Positions	335.7	336.7	336.7

◆ **Goal 1** To maximize taxpayer education and compliance

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percentage of ECCO customer satisfaction surveys scoring 4 or above	95.0	90.0	95	95	95
Number of TPT licenses corrected	1,154	900	770	900	900

◆ **Goal 2** To maximize Agency effectiveness & efficiency - increase voluntary compliance

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Reduce monthly % of TPT refunds backlog (cumulative percent)	N/A	24.0	21	N/A	N/A
Increase Return on Investment on TPT investment activities (thousands)	0	30,000.0	4,549.5	N/A	N/A
Reduce percentage of monthly TPT accounts receivable (cumulative percent).	0	0	N/A	24	24

◆ **Goal 3** To enhance customer experience

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Reduce average time to answer calls (minutes).	0	0	N/A	10	7
Increase percentage of first call resolution.	0	0	N/A	75	75
Increase the customer experience quality score (percentage).	0	0	N/A	75	80

Subprogram Summary

EDUCATION AND OUTREACH

Kathy Gamboa, Assistant Director of Education & Compliance
 Phone: (602) 716-6090
 A.R.S., Title 42

Mission:

To serve taxpayers!

Description:

The Education and Outreach subprogram is responsible for education and compliance through the processes of community outreach, coordinating tax enforcement and collection with local and state authorities, supervising the processing of voluntary disclosure agreements and desk audits, and administration of specialty taxes (jet fuel tax, bingo, etc.) The Agency as a whole is expanding its Education and Outreach subprogram to all Arizonans, specifically working through the Audit and Assessing and Collections subprograms and with the Arizona cities and towns to further educate individual income and corporate taxpayers. To this end, the Outreach component is embedded in all that ADOR does and continues to adapt to keep pace with the customer need – and expectations.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	8.2	327.9	359.4
Other Appropriated Funds	1,331.5	1,889.4	2,039.8
Other Non Appropriated Funds	350.7	74.4	74.4
Total Funding	1,690.4	2,291.7	2,473.6
FTE Positions	38.7	38.7	38.7

Subprogram Summary

AUDIT AND ASSESSING

Kathy Gamboa, Assistant Director of Education & Compliance
Phone: (602) 716-6090
A.R.S., Title 42

Mission:

To serve taxpayers!

Description:

The Audit subprogram is responsible for providing an integrated, coordinated and uniform system of tax administration designed to ensure that taxpayers correctly calculate and report their corporate income taxes, individual income taxes, withholding taxes and transaction privilege, use and severance taxes. The Audit subprogram provides education to taxpayers through the process of field audits, desk audits, and developing training for taxpayers. The Audit subprogram ensures that auditors are versed in analyzing taxpayers’ books and records, arriving at a correct tax calculation based on application of Arizona laws to each tax type, and explaining how Arizona laws, rules and regulations apply to each taxpayer. The Audit subprogram is further responsible for training and supervision of municipal auditors and uniform administration of both state and local transaction privilege and use taxes levied by counties, cities, towns and other special districts. The Audit subprogram provides services to other agencies (e.g., the Department of Defense regarding claims by Native Americans, or the Department of Health Services regarding compliance with tax laws by the medical marijuana dispensaries). The Audit subprogram is further responsible for reviewing refunds submitted by taxpayers and protecting Arizona state revenues by denying issuing of those refund claims that are fraudulent or unsubstantiated. Following completion of an audit or refund review, the Audit subprogram continues to provide education and support to taxpayers and agency representatives necessary to assist with resolution of taxpayer protests and to provide oversight during litigation.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	978.7	1,986.5	2,040.3
Other Appropriated Funds	4,020.7	5,100.6	5,527.0
Other Non Appropriated Funds	948.4	350.7	350.7
Total Funding	5,947.8	7,437.8	7,918.0
FTE Positions	115.5	116.5	116.5

Subprogram Summary

COLLECTIONS

Kathy Gamboa, Assistant Director of Education & Compliance
Phone: (602) 716-6090
A.R.S., Title 42

Mission:

To serve taxpayers!

Description:

The Collections subprogram secures the payment of receivables, delinquent taxes and filing of delinquent returns through correspondence, telephone, and field contacts with taxpayers.

All collection activity is performed under the overview of the Taxpayer Bill of Rights to promote fairness, confidentiality, and consistency of application of the tax laws. Arizona was the first state to have a Taxpayer Bill of Rights in 1986, and the 1994 updated version again put Arizona in the leadership role of protecting taxpayer rights, while ensuring that all taxpayers pay their fair share of the tax burden.

The subprogram also works with delinquent taxpayers by 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.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	14.4	919.0	994.6
Other Appropriated Funds	8,066.3	10,095.3	10,688.6
Other Non Appropriated Funds	653.2	5.0	5.0
Total Funding	8,733.8	11,019.3	11,688.2
FTE Positions	176.5	176.5	176.5

Subprogram Summary

TAX FRAUD PREVENTION

Kathy Gamboa, Assistant Director of Education & Compliance
 Phone: (602) 716-6090
 A.R.S., Title 42

Mission:

To serve taxpayers!

Description:

This Sub-Program is responsible for stopping tax fraud and pursues financial investigations when fraudulent activity is suspected.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,042.9	3,150.0	3,150.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	3,042.9	3,150.0	3,150.0
FTE Positions	5.0	5.0	5.0

Program Summary

AGENCY SUPPORT

Rob Woods, Director
 Phone: (602) 716-6090
 A.R.S., Title 42

Mission:

To serve taxpayers!

Description:

The Agency Support program is responsible for providing leadership, staff development, human resources, management, technology, budget, strategic and resource planning, legal services to management, financial and inventory accounting, and communications to support all core business processes of the Department.

This Program Contains the following Subprograms:

- ▶ Human Resources
- ▶ Information Services
- ▶ Support Services

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	12,850.7	31,835.3	34,429.4
Other Appropriated Funds	8,445.8	9,548.7	4,116.1
Other Non Appropriated Funds	9,856.9	245.0	245.0
Total Funding	31,153.5	41,629.0	38,790.5
FTE Positions	200.4	212.2	212.2

◆ **Goal 1** To optimize employee culture - enhance employee centric culture

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Create and transition standard operating processes to practice	0	40	10	N/A	N/A
Increase percentage of employment offers accepted within target number of calendar days.	0	0	N/A	90	90

◆ **Goal 2** To increase legislative agility

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Meet project milestones according to schedule (percent).	0	0	N/A	100	100

Subprogram Summary

HUMAN RESOURCES

Rob Woods, Director
Phone: (602) 716-6090
A.R.S., Title 42

Mission:

To serve Taxpayers!

Description:

The Human Resources subprogram is responsible for providing employee relations, benefits, recruitment and retention, performance evaluations, staff training and development, and guidance and resolution of employee issues.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	69.3	3,581.4	1,025.1
Other Appropriated Funds	22.0	1,652.8	102.6
Other Non Appropriated Funds	453.9	0.0	0.0
Total Funding	545.2	5,234.2	1,127.7
FTE Positions	8.1	9.5	9.5

Subprogram Summary

INFORMATION SERVICES

Rob Woods, Director
Phone: (602) 716-6090
A.R.S., Title 42

Mission:

To serve taxpayers!

Description:

The Information Services subprogram maintains technology infrastructure, systems, reports and security, hardware, software and project management necessary for ADOR to deliver core Department of Revenue business processes.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	8,653.2	19,912.1	20,725.1
Other Appropriated Funds	5,277.9	5,799.9	5,848.1
Other Non Appropriated Funds	6,863.3	127.6	127.6
Total Funding	20,794.3	25,839.6	26,700.8
FTE Positions	135.0	147.0	147.0

Subprogram Summary

SUPPORT SERVICES

Rob Woods, Director
Phone: (602) 716-6090
A.R.S., Title 42

Mission:

To serve taxpayers!

Description:

The Support Services subprogram provides leadership, management and direction to all employees of the Department; agency planning, resource allocation, budgeting; accounting and distributions of all revenues received; purchasing and internal financial and inventory accounting; management and maintenance of all department facilities and communications.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,128.3	8,341.8	12,679.2
Other Appropriated Funds	3,145.9	2,096.0	-1,834.6
Other Non Appropriated Funds	2,539.8	117.4	117.4
Total Funding	9,814.0	10,555.2	10,962.0
FTE Positions	57.3	55.7	55.7

Agency Summary

SECRETARY OF STATE - DEPARTMENT OF STATE

Katie Hobbs, Secretary of State

Phone: (602) 542-9781

A.R.S. §§ 41-121 et seq; 29-301 et seq; 44-1271 et seq; 44-1441

Mission:

To provide services in Arizona in order to preserve our history, promote engagement, and protect the future, in a trusted, accessible, innovative and secure manner.

Description:

The Department of State is headed by a publicly elected Secretary of State, who serves as Acting Governor in the absence of the Governor and succeeds the Governor should a vacancy occur. The Secretary of State is the keeper of the Great Seal of the State of Arizona and is also the Chief State Election Officer, who administers election functions, including canvass and certification of statewide elections, and coordinates statewide voter registration. The Secretary of State's office receives and records various filings, including Uniform Commercial Code transactions, trademark and trade name registrations, and limited partnership and limited liability partnership filings. The office also registers lobbyists and accepts periodic lobbyist and campaign finance filings; publishes all official acts of the State of Arizona including laws, the Arizona Administrative Code, and the Arizona administrative Register; files the notices of the Governor's appointments to State boards and commissions; appoints notaries public; and applies apostilles to all international transactions.

The Arizona State Library, Archives and Public Records Division provides general information services as well as research and reference services in the subject areas of law, government, public policy, genealogy, and Arizona. The Division administers State and federal grants for public libraries and offers consultant services to both public libraries and government agencies. The Division also offers special library and information services for anyone who is unable to read or use standard printed materials as a result of temporary or permanent visual or physical limitations, manages public record archival retention programs, and creates exhibits to educate the public regarding governmental and Arizona history and the legislative process.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ ADMINISTRATION	5,253.6	5,857.8	6,507.8
➤ BUSINESS SERVICES	1,377.9	1,319.1	1,319.1
➤ PUBLIC SERVICES	200.0	227.4	227.4
➤ ELECTION SERVICES	1,779.2	10,524.8	22,169.8
➤ ARIZONA STATE LIBRARY, ARCHIVES, AND PUBLIC RECORDS	13,763.3	14,113.6	14,300.5
Agency Total:	22,374.0	32,042.7	44,524.6
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	12,907.7	22,237.1	30,719.0
Other Appropriated Funds	1,473.3	1,818.4	5,818.4
Other Non Appropriated Funds	7,993.0	7,987.2	7,987.2
Total Funding	22,374.0	32,042.7	44,524.6
FTE Positions	133.8	133.1	133.1

Issue 1 Ensure safe and secure elections.

Description Elections officials from the federal government to local municipalities, recognize the work that needs to be done to ensure that the public has faith in our democratic institutions and to protect the integrity of the vote.

Solutions:

HAVA funds have been essential to addressing this issue at the state and county level by providing critical resources for the counties to enhance the security of their election infrastructure. Following the successful 2020 election, the SOS will continue to work with federal, state, and local partners in order to protect against any vulnerabilities that might exist, including mis-, dis-, and mal-information (MDM). Given the continued spread of false information about Arizona's elections, the SOS will continue working to ensure public confidence in the electoral process. It is a benefit to the state and the counties that continued coordination and communication exist to address any threats to elections and/or officials and to combat false information about elections administration. Threat Liaison Officers are an important component of safe and secure elections, as is training exercises, such as the TTX (Tabletop Training Exercise) in which counties participate in an election simulation, from six months prior to the election through tabulation. An appropriation of HAVA funds from the State to the SOS is needed to ensure funding is available for these activities.

Issue 2 Upgrade and enhance the IT Systems for the Secretary of State's Office.

Description Upgrades in security needs and updates to SOS applications are an ongoing issue due to changing technologies and security threats as well as changing legislation and priorities of the administration. It will remain a priority for the department to ensure that the multiple divisions can keep up with security protocols intended to keep sensitive government systems operational, secure, and in compliance with state statute.

Solutions:

Continuous systems improvement is a key function of any IT department. Maintaining plans for upgrades and enhancements to SOS security and program needs is a priority. The Data Processing Fund needs to have adequate funding to meet the objectives and needs of the IT department. DevOps and Systems Administration staff support need to be expanded to meet the increasing demands of the agency's functions. Furthermore, an appropriation of HAVA funds from the State to the SOS is needed to ensure funding is available for these activities as they relate to elections security and administration of federal elections.

Issue 3 Meet current statutory obligations of administering statewide elections

Description Given adequate funding and resources, the Secretary of State's office intends to adequately meet all current statutory obligations of administering statewide elections.

Solutions:

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 or email the publicity pamphlet to every household with a registered voter, seek to educate the voting public by conducting Town Halls in all fifteen counties on ballot measures, and provide pamphlets in Spanish and Native American translation. An appropriation of HAVA funds from the State to the SOS is needed to ensure funding is available for these activities.

Issue 4 Conduct outreach to communities that have historically low rates of voter registration and/or voting.

Description The Secretary of State is committed to ensuring that all people who are eligible to vote have access to voter registration and to opportunities to cast one's ballot. A particular focus will be with Native American Communities throughout the state of Arizona, but there is also a focus on African American, Hispanic, youth, people with disabilities, rural communities, active duty military and overseas citizens, among others.

Solutions:

Continuing to expand efforts to reach these communities is a top priority. The Secretary has created an Advisory Committee to assist with this effort statewide, and the State Library has encouraged voter registration through local public libraries. The department wishes to expand its capacity for outreach through communications/public awareness and support staff who can work to support efforts in these communities. During the 2020 election cycle state and county officials had access to private grants for public education. During the 55th legislature house bill 2569 was passed prohibiting the use of private funds by election administrators in Arizona and the office lost access to HAVA funds. The Secretary of State's office is requesting that the state appropriate HAVA funds in FY24.

Issue 5 Archives and Records Management

Description The Archives and Records Management program can meet the basic needs of managing, storing, and providing access to the State's public records but it is not poised to meet the challenges created by evolving technologies, and changes to how government operates. The records officers of public bodies statewide need guidance on how to effectively manage and store electronic records, but the program staff do not have the technological expertise to provide solutions given the array of technologies across government. This situation leads to inefficient management of records which results in increased operating costs and increased security risks.

Solutions:

The Archives and Records Management program will revamp the available trainings, both online and in person, to better meet the needs of records officers and partner with other government bodies to identify technological shortcomings and solutions. This will assist public bodies with more efficient records practices. In FY23, the program is conducting a feasibility study to identify the scope of permanent electronic records in the state and the resources (staffing and technology) required to maintain a trusted digital repository.

Issue 6 Build additional improvements in meeting our business services mandates

Description The state of Arizona is working towards a One-stop-shop model of business development that will connect those wishing to do business in the state of Arizona with the Arizona Department of Revenue, the Arizona Corporation Commission and the Secretary of State's Office in one online portal.

Solutions:

The SOS will work with the Arizona Department of Administration to connect business systems. Resources will be required to build the underlying SOS system for the filing of trade names, trademarks, and limited partnerships, as well as the interface to the other state departments. The Business management system currently in use by the SOS is in need of replacement, but this will take an appropriation and investment of staff IT resources to implement and maintain.

Issue 7 Access & Inclusion

Description Continue to develop services to facilitate access to resources, records, information, and affordable broadband for ALL Arizonans.

Solutions:

The agency will improve access to Arizona's underserved and unserved populations with a particular emphasis on training, digital inclusion, broadband adoption, collection development, and user experience. The State Library created the Connect Arizona website, providing access to Digital Navigators who assist Arizonans to find internet offers in their area, learn to use computers and devices, use the internet to stay connected to family, and access library e-resources.

Issue 8 Resource Development

Description Continue to seek outside funds for special projects and initiatives at the State Library.

Solutions:

The State Library's Library Services and Archives branches were awarded over 3.5m dollars in state fiscal year 2022 for Arizona libraries, cultural institutions and for its own services. 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, pilot projects, and events. One position in the agency's Library Development branch was reclassified to work with seeking new grants in addition to administering and monitoring grants. The agency will seek new ways to expand fiscal resources while continuing to make effective use of existing resources.

Issue 9 Preservation of Permanent Records

Description The Archives and Records Management program needs to be able to preserve permanent records in a variety of formats. Even though most records are being created electronically, the State Archives is expected to receive an estimated 50 years' worth of permanent paper public records from government bodies statewide. Many public bodies have implemented digitization programs to reduce their physical footprint and to improve access but the cost of implementing large-scale digitization practices can be prohibitive. Given the lack of an industry standard on digitization for permanent paper records, agencies cannot just "scan and toss" their permanent records which increases the number of records coming to the State. Currently, the State Archives must limit the records it accepts because of the lack of appropriate staff and shelving required to provide access to the records. Born-digital records are beginning to meet their disposition, yet Archives is not in a position to accept these records in a way that assures their preservation. In the meantime, public bodies are forced to store their own records in ways that are often costly while failing to provide for the needs of digital records stored long-term. The ability to maintain the viability and authenticity of born-digital information is complex and requires knowledgeable staff and a robust digital repository with the ability to maintain the security, accessibility and integrity of digital records.

Solutions:

The Archives and Records Management program will use the Trusted Digital Repository feasibility study (FY 2023) to identify and plan for the resources necessary to allow the State Archives to accept and preserve born-digital records from government bodies statewide. The Archives and Records Management program will determine how much additional high-capacity shelving is needed in the Polly Rosenbaum Archives and History building to give the State Archives the ability to accept more permanent records. We will continue to advocate for additional professional staff to process the incoming records efficiently.

Issue 10 There continues to be a low number of participants in the Address Confidentiality Program (ACP) from traditionally marginalized and underserved communities. There are not enough Application Assistants within these communities.

Description The ACP is a statewide program that should reflect the state, but data from the program shows that Latino and Native American communities are unrepresented in the population of participants, at 17.08% and 1.18% respectively. 10.32% identify as multiple races, so that may address some of the underrepresentation, but not entirely. And clearly, with a state that has 5.30% American Indian population, the native representation in the program is quite low. And when you look at the application assistants (AA's) throughout the state, it is not surprising. While there are 65 different agencies throughout the state that have AA's, there are none in Apache and Santa Cruz counties, and 85% of all AA's are spread between 5 counties – Maricopa, Pima, Pinal, Yavapai, and Coconino.

Solutions:

The SOS needs additional resources in order to expand the number of application assistants statewide, through additional outreach and training. The ACP has implemented and will continue to expand virtual trainings to assist with the effort of registering application assistants statewide. ACP also wishes to expand its capacity for outreach through public awareness, as well as expand the support staff available who can work to promote efforts in these communities. Materials could include newly developed posters and outreach materials in English and Spanish, as well as creation of a virtual application process.

Issue 11 The Address Confidentiality Program has limited resources available for it's program.

Description The ACP is currently funded through fines administered by judges in the criminal disposition of domestic violence, sexual offenses, and stalking. These fines do not currently cover the daily costs to operate this essential program, so there is also grant funding through the Victims of Crime Act administered by the Arizona Department of Public Safety. In addition, the Address Confidentiality Program has had to raise over \$900,000 in the past 4 FFYs to cover additional costs to operate the enhanced services provided by the program. Although fines are received for operational costs, with continued growth of the program, more funding will be needed to expand the program.

Solutions:

The department seeks new sources of funding in order to expand available resources for the program. The SOS will continue to seek outside/additional funds for the ACP statutory based and enhanced services, all of which are necessary to run a state-wide secure and safe confidential address program. The program has to be creative in finding sources of funding, however, because, as a government-based program, it is not eligible for many of the grants that other victim service providers are eligible to receive.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	143.1	143.1	143.1
General Fund	11,112,500.0	11,112,500.0	11,112,500.0
Other Appropriated Funds	224,200.0	224,200.0	224,200.0
Non-Appropriated Funds	138,000.0	138,000.0	138,000.0
Federal Funds	1,106,700.0	1,106,700.0	1,106,700.0

Program Summary

ADMINISTRATION

Allie Bones, Assistant Secretary of State
 Phone: (602) 542-4919
 Constitution & A.R.S. § 41-121 et seq.

Mission:

To provide services in Arizona in order to preserve our history, promote engagement, and protect the future, in a trusted, accessible, innovative and secure manner.

Description:

The Administration oversees and carries out technology support, communications, legislative oversight and compliance monitoring, financial management, accounting, budgeting, procurement, human resources and payroll.

Administration provides support for Business Services, Public Services/Administrative Rules, Arizona State Library, Archives, Public Records, Capitol Museum, Address Confidentiality Program and Road to Rights, and Election Services Divisions. The Assistant Secretary of State and the Chief Financial Officer support leadership in policy making duties with responsibility for obtaining, enhancing and sustaining all office resources. Note, as of 09/29/21 AZ Capitol Museum transitions to the purview of Legislative Council per senate bill 1819.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,435.2	4,765.4	5,415.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	818.4	1,092.4	1,092.4
Total Funding	5,253.6	5,857.8	6,507.8
FTE Positions	38.8	38.8	38.8

- ◆ **Goal 1** To ensure that the Divisions operating within the Secretary of State's Office have the support they need to effectively meet the needs of the department, its employees and the public.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Maintain an above average favorable response rate on annual employee engagement survey.	85	80	79	80	80
Explanation: Statewide favorable response average was 75% in 2022.					
Maintain 80%+ participation in Employee Engagement Survey.	83	80	82	80	80

Program Summary

BUSINESS SERVICES

Pat Viverto, 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 customers and stakeholders in the business community through timely and accurate filings. To ensure that information is easily accessible to the public and promote transparency by offering online searches of the public records we maintain.

Description:

The Business Services Division is a diverse section within the Secretary of State’s Office which exists to centralize statewide registration of Trademarks, Trade Names, Limited Partnerships, Foreign Partnerships, Advance Directives and Telephonic sellers; to accept for filing Uniform Commercial Code (UCC) financing statements; to commission Notaries Public; to provide Notary services; to issue Apostilles and Certificates of Authentication going to foreign countries. Note, senate bill 1352 established a health care directives registry under a qualifying health information exchange organization and Advance Directives is set to be moved to Health Current in FY21.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	760.5	881.1	881.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	617.4	438.0	438.0
Total Funding	1,377.9	1,319.1	1,319.1
FTE Positions	13.0	12.0	12.0

◆ **Goal 1** To serve the public by filing records accurately and expeditiously.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of business days to process trademark applications	10	10	10	10	10
Average number of business days to process Uniform Commercial Code filings	5	5	5	5	5
Average number of business days to process partnership filings	10	8	10	10	10
Average number of business days to process tradename applications	10	10	10	10	10
Average number of business days to process apostilles	10	8	5	5	5

◆ **Goal 2** To provide public disclosure through easy, accessible information and public documents, and on-line database search capabilities.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Trade names and Trademarks filed per month	3390	3000	3100	3000	3000
Number of partnerships on file per month	166	200	200	200	200
Number of UCC records filed per month	8662	8000	10350	10000	10000
Number of Apostilles processed per month	1250	1500	1460	1500	1500

◆ **Goal 3** To provide service to allow Notaries Public to perform their duties accurately and efficiently in the state.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of notaries commissioned per month	1700	1,700	1875	1900	1900
Number of notary seminars	0	24	0	0	0
Average number of days to process notary applications	25	20	20	20	20

Program Summary

PUBLIC SERVICES

Scott Cancelosi, Director

Phone: (602) 542-0223

A.R.S. §§ 41-311 et seq.; 41-1001 et seq.

Mission:

To encourage citizen participation in the rulemaking process by supporting agency rulewriters to be in compliance with the Arizona Administrative Procedures Act (Act); accept, process, file, and maintain the historical record of rule-related notices; electronically publish rule-related notices the Arizona Administrative Register; and codify rules in the Arizona Administrative Code as required by the Act.

Description:

The Department of State’s Administrative Rules Division (previously the Public Services Division) is the filing office for all aspects of the Administrative Rules process that includes publishing rules promulgated by state agencies. Agency rulemaking is governed by the Arizona Administrative Procedures (Act), Title 41, Chapter 6 and the Division’s rules on rulemaking, 1 A.A.C. 1. The Division is responsible for publishing the Arizona Administrative Register and codifying rules in the Arizona Administrative Code. The Code as published by the Division is the official version under Arizona law. The Division is a performance-based office with measurable deadlines defined under the Act.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	200.0	227.4	227.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	200.0	227.4	227.4
FTE Positions	2.0	2.0	2.0

◆ **Goal 1** To advance the Division’s mission statement

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Provide transparency by electronically publishing a list of filed state agency notices online at least once a week (percentage completed).	100	100	100	100	100
Achieve greater efficiency and reduce printing costs by digitally authenticating the Administrative Register on the website once a week (percentage completed).	100	100	100	100	100
Achieve greater efficiency and reduce printing costs by digitally authenticating the Arizona Administrative Code on the website ever calendar quarter (percentage completed).	100	100	100	100	100
Update the Arizona Rulemaking Manual [1 manual in 12 month period].	0	1	0	1	1
Explanation: New goal in FY2020.					
Update form templates, maintain updates and post online (percentage completed).	0	100	0	100	100
Explanation: New goal in FY2020.					
Transfer hard-copy notice files to electronic format for efficient storage and retrieval under records retention schedule [once annually].	1	1	1	1	1
Explanation: New goal in FY2020.					
Create a legislative proposal to expedite the rulemaking process. Submit to administration for review [once annually].	1	1	1	1	1
Maintain compliance with the APA as well as governor rulemaking moratorium, and provide accountability, integrity and efficiency when doing so (percentage completed).	100	100	100	100	100

◆ **Goal 2** To maintain a responsive Division workforce.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Promote at least one professional growth and/or development opportunity to staff annually.	1	1	0	0	0
Engage staff to suggest legislation to improve rulemaking process [once annually].	1	1	0	0	0

◆ **Goal 3** To provide service that allows agencies, boards and commissions to develop rules accurately and efficiently.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Maintain a log of rule notices. Record number of rule notices filed in a fiscal year.	250	250	318	300	300

◆ **Goal 4** To assist and train state agency staff, facilitate positive relationships, foster open and effective communications.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Perform courtesy reviews of notices upon request (percentage completed).	100	100	100	100	100
Provide informal assistance over the telephone, in person, or electronically (percentage completed).	100	100	100	100	100

◆ **Goal 5** To maintain deadlines, maintain commitment to customers.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of customers indicating they found the public information they were seeking	100	100	100	100	100
Percent of statutory publications provided	100	100	100	100	100

◆ **Goal 6** To reduce costs and energy consumption – Green Initiative.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Review costs for division expenditures. Check surplus before ordering products. Increase awareness of the need to recycle and reuse office products (percentage completed).	100	100	100	100	100
Print draft documents double-sided (percentage completed).	100	100	100	100	100

Explanation: New goal in FY2020.

Program Summary

ELECTION SERVICES

Kori Lorick, Director

Phone: (602) 364-1562

A.R.S. §§ 16-101 et seq.; 19-101 et seq.; 38-541 et seq.

Mission:

To work in close partnership with federal, state, local, and nongovernmental stakeholders to ensure free, fair, and secure elections in Arizona that are accessible to all eligible voters.

Description:

The Election Services Division ensures that the Secretary of State, as the Chief Election Officer, fulfills her statutory mandates relating to election oversight and administration in the following areas:

- Election Security: Implementing robust cyber and election security measures, and working in close partnership with federal, state, and local stakeholders to continually improve election security throughout the state.
- Elections Procedures Manual: Provide uniform election procedures through publication of an updated Elections Procedures Manual every odd-number year.;
- Voter Registration: Maintaining and improving the new statewide voter registration database and coordinating ongoing maintenance and operation of the statewide database; and coordinating state responsibilities for voter registration under the National Voter Registration Act of 1993, including coordination with Department of Transportation/Motor Vehicles Division and public assistance agencies; assisting county partners with redistricting updates following the biennial census..
- Election Officer Certification: Provide training, certification, and re-certification of county recorders and election officials in odd-numbered years.
- Election Equipment Certification and Testing: Reviewing and certifying, according to national and state standards, new voting systems and election equipment and updates to existing systems and equipment used by the counties; conduct logic and accuracy tests of all election equipment used by the counties prior to each federal, statewide, and legislative election.;
- Elections Technology: Ensuring proper maintenance, operation, and updating of election technology necessary for the fulfillment of statutory duties, including statewide voter registration database, Election Management System, Election Night Reporting, Candidate Portal, E-Qual, campaign finance filing system (Beacon), campaign finance reporting system (Spotlight), UOCAVA portal, Circulator Portal, lobbyist filing system, and public portal for voters.
- Candidate Nomination: Receiving nomination papers and petitions from and certifying for the ballot candidates for federal, statewide, and legislative office.
- Ballot Measures: Receiving initiative, referendum, and recall applications and petitions; processing and certifying for those petitions for the ballot; providing information to the public on ballot measures by publishing and mailing the publicity pamphlet; and coordinating statewide Town Hall meetings on ballot measures; .provide resources to committees and circulators; review and approve circulator affidavits.
- Campaign Finance & Financial Disclosures: Provide professional, courteous service in the administration of campaign finance laws, including registering candidate and political committees, accepting required campaign finance filings, reviewing campaign finance complaints, and referring appropriate complaints and non-filers to the Attorney General; coordinating and accepting financial disclosure filings from office holders.
- Lobbying: Provide professional, courteous service in the administration of lobbyist laws, including registering lobbyists, principals, and public bodies, accepting required filings, reviewing lobbyist complaints, and referring appropriate complaints and non-filers to the Attorney General.
- Federal Compliance: Overseeing compliance with federal election laws, including the Help America Vote Act (including providing a statewide complaint system for uniform, nondiscriminatory response to grievances), the National Voter Registration Act, and the Uniformed and Overseas Citizens Absentee Voting Act (including maintaining the electronic portal for uniformed and overseas voters).
- Public Information and Public Records: Providing professional and courteous customer service to Arizonans on all areas of division responsibility, including promptly responding to telephone and email inquiries; publishing handbooks on key areas of statutory responsibility in order to provide uniform guidance to the regulated community and other stakeholders; compile and distribute Arizona's Election Statute Book.
- Public Records:; undertaking massive data inquiries to produce producing public records and filings for the public upon request.
- Voter Education: Developing and implementing an effective voter outreach and education program in partnership with other stakeholders at the state and local levels; and providing courteous and professional customer service to voters.
- Official Canvass and Electoral College: canvassing and certifying the results of elections for federal, statewide, and legislative office; issuing certificates of nomination and election; and planning and executing the meeting of the Electoral College.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,454.6	9,972.2	17,617.2
Other Appropriated Funds	216.7	483.5	4,483.5
Other Non Appropriated Funds	107.9	69.1	69.1
Total Funding	1,779.2	10,524.8	22,169.8
FTE Positions	14.0	15.0	15.0

- ◆ **Goal 1** To fully update the Elections Procedures Manual in close collaboration with County Recorders and election officials and submit an updated manual to the Attorney General and Governor for approval in each odd numbered calendar year.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Elections Procedures Manual submitted to Attorney General and Governor by October 1 of each odd numbered year calendar year (percentage completed).	0	100	100	0	100
Elections Procedures Manual countywide meetings with county elections officials to review content and receive feedback.	0	0	12	0	14

- ◆ **Goal 2** To complete development and successfully launch the new statewide voter registration system and ensuring sufficient county support during the 2019 and 2020 elections using the new system.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Use electronic format and information provided by county offices and MVD to maintain voter registration rolls (percentage completed)	100	100	100	100	100
Number of registered voters as of January 2 (in thousands).	4300	4360	4351	4500	4600

- ◆ **Goal 3** To provide statewide voter registration.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Total voter registration	4,300,058	4,360,000	4,351,446	4,555,000	4,758,000

- ◆ **Goal 4** To implement statewide election security measures and forge robust collaboration and communication between federal, state, and local stakeholders on election security.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Number of state and local officials who participated in election security table top exercise or other security trainings coordinated by SOS office.	0	15	70	70	100
Distribute aid to counties through various subgrant programs each FY.	13	8	16	8	8

◆ **Goal 5** To provide quality training, certification, and re-certification of election officials statewide in FY2020 and FY2022.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of election officers certified.	0	430	489	0	500

Explanation: The Secretary of State provides election certification training every 2 years. The classes fall in FY20, FY22, FY4 and on.

Total combined hours of classroom training.	0	35	52	0	55
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Explanation: The Secretary of State provides election certification training every 2 years. The classes fall in FY20, FY22, FY4 and on.

◆ **Goal 6** To ensure compliance with state and federal campaign finance laws and provide transparency for the public in terms of candidate and campaign filings.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of Campaign Finance data available on-line.	100	100	100	100	100
Number of Standing Political Committees registered.	147	150	0	150	0
Implement a multi-jurisdictional Campaign Finance platform. Measured by participating jurisdictions.	0	0	0	10	20

◆ **Goal 7** To efficiently receive and process candidate, initiative/referenda/recall, and new party petitions.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of IRR petitions received and processed (in thousands).	146	75	37	150	150
Number of IRR petition signatures processed for county recorder verification (in thousands).	1517	0	1640	5984	1500
Number of new party petitions received and processed (in thousands).	0	5	0	0	0
Number of candidate petition signatures received and processed (in thousands).	58	150	92	50	50

Program Summary

ARIZONA STATE LIBRARY, ARCHIVES, AND PUBLIC RECORDS

Holly Henley, State Librarian
 Phone: (602) 542-6181
 A.R.S. §§ 41-151 through 41-151.24

Mission:

To provide Arizonans access to information about their government, their state, and their world by offering content in a variety of formats, preserving Arizona’s history for future generations, and empowering local institutions to engage their communities in learning.

Description:

The Arizona State Library, Archives and Public Records Division collects, preserves, and provides access to materials relating to law, political science, economics, sociology, subjects pertaining to the theory and practice of government, genealogy, and Arizona history. The format of materials may vary. Access to collections is provided by the State Library through a general and legal reference service, a records management and archives program, a state and federal government documents depository program, a library development service, museums for educational purposes, and a service for persons who are visually or physically unable to use traditional print materials The State Library serves as the “state library administrative agency” with its Director given responsibility to accept and administer state and federal funds, including grants (A.R.S. 41-151.)

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	6,057.4	6,391.0	6,577.9
Other Appropriated Funds	1,256.6	1,334.9	1,334.9
Other Non Appropriated Funds	6,449.3	6,387.7	6,387.7
Total Funding	13,763.3	14,113.6	14,300.5
FTE Positions	66.0	65.3	65.3

- ◆ **Goal 1** To preserve Arizona’s history through the collection, storage, and digitization of permanent government records, publications, and artifacts.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
New records received (linear feet/boxes-in thousands)	.7	25	.6	25	25
Materials digitized (in thousands)	54.9	56	1.2	57	57
Physical collection items added	19.1	30	17.29	31	31
Local digital collection items added	55.1	56	69.7	57	57

- ◆ **Goal 2** To provide access for all Arizonans to government history, records, and library services through reference and consultation services, training, grant funding and educational resources.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Archives and records materials used (in thousands)	34.4	65	.7	.7	.7
Physical collection usage (in thousands)	11.9	332	4	5	4
Digital collection usage (in thousands)	2835.1	2646	3107	2647	2647
Online engagement (in thousands)	648.8	302	748	303	303
Statewide database usage (in thousands)	16224.1	10010	32565	10011	10011
Reference and consultations (in thousands)	55.5	65.1	46.9	47	47
Visits (in thousands)	.6	1.5	11.1	.5	.5
Museum school tours (in thousands)	.1	0	.08	0	0

Explanation: Note, as of 09/29/21 AZ Capitol Museum transitions to the purview of Legislative Council per senate bill 1819.

Public outreach (in thousands)	4.1	6	2.4	3	3
Grants awarded (in hundreds)	157	100	166	100	100
Continuing education contact hours (in thousands)	104.3	105	112	106	106
Programs to the public contact hours (in thousands)	8	9	5.2	4	4

Agency Summary

STATE BOARD OF TAX APPEALS

David V. Medina, 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/or the 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:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	274.7	317.7	317.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	274.7	317.7	317.7
FTE Positions	3.0	3.0	3.0

5 Year Plan

Issue 1 To strive to expedite tax appeals in a manner that minimizes delays in the appeals process.

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.

Solutions:

Maintaining a current appeals process continues to be the Board's chief priority. The timely issuance and publication of decisions not only benefits the parties involved in the appeals, but also provides much-needed guidance to tax attorneys, CPAs and tax partitioners, as well as others involved in the field of State taxation. The Covid-19 pandemic has continued to effect the number of cases that have been appealed to the Board and has forced the Board to compress the number of appeals heard into fewer scheduled hearing dates. This translates into a slight increase in the number of months to complete the appeals process because of the additional time between proposed decisions rendered by the Board and the final approval of the formal decisions. The Board's caseload is directly related to the number of appeals generated at the Department of Revenue, and with the effect of the Covid-19 pandemic lessening the Board expects more audits that will certainly increase the number of appeals filed with the Board, and will directly impact the Board's caseload.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	3.0	3.0	3.0
General Fund	317.7	317.7	317.7
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To receive and process tax appeals expeditiously to avoid any delays in the appeals process.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Caseload processing (and number of issues)	30(72)	60(110)	44(99)	52(110)	55(120)
Number of tax appeals resolved	9	40	5	20	25
Number backlogged requiring written decision	6	5	3	5	5
Number of months to process appeal	8	8	10	8	8

Agency Summary

BOARD OF TECHNICAL REGISTRATION

Judith Stapley, Executive Director
Phone: (602) 364-4939
A.R.S. §§ 32-101, 32-106, 32-107

Mission:

To protect the health, safety, and welfare of the public by establishing appropriate registration qualifications and efficiently and fairly enforcing the statutes and rules governing the practice of the professions and occupations under the Board's jurisdiction.

Description:

The Board of Technical Registration regulates the firms and individual practice of alarms services, architects, engineers, geologists, home inspectors, landscape architects, and land surveyors. The Board also has jurisdiction to investigate and discipline the unregistered practice of professions and occupations under A.R.S. § 32-106.01 and A.R.S. § 32-106.02.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	2,141.4	2,641.0	2,915.8
Other Non Appropriated Funds	17.4	0.0	0.0
Total Funding	2,158.9	2,641.0	2,915.8
FTE Positions	25.0	25.0	25.0

5 Year Plan

Issue 1 The Board's statutes and rules need to be updated to be consistent with current practices, meet national trends in the professions for licensure and regulation, adapt to changes in licensing and improve clarity.

Description The Board's statutes and rules are outdated and have not been updated as new occupations have been placed under the Board's jurisdiction. The statutes can be difficult to interpret. Additionally, some sections of statute are contradictory. Furthermore, new rules need to be promulgated for occupations that have been added to the Board's practice act.

Solutions:

Revised rules have been submitted to the Governor's Office requesting an exemption from the rule-making moratorium. The Board is reviewing statutes to identify outdated and contradictory language. The Board will continue to engage in stakeholder outreach to identify statutes that require attention.

Issue 2 E-licensing

Description The Board began its e-licensing project with vendor Thentia in FY2023. The platform is estimated to go live in FY2023. However, the Board will need to pay on an annual basis for the continued operation of the Thentia e-licensing platform. This will require annual appropriation justification, unless built into the Board's appropriated budget.

Solutions:

Assuming the funds aren't build into the Board's appropriated budget, the Board shall budget for the continued annual cost of the Thentia e-licensing platform and write up and submit its justification for the requested funds.

The Estimated annuals cost for Thentia is:

FY24 \$147,591
 FY25 \$149,525
 FY26 \$151,459
 FY27 \$153,393

Issue 3 The Board in need of increased legal services from the Attorney General's Office.

Description The Board needs to maintain legal counsel at all open meetings. In order to guarantee adequate legal counsel coverage, the Board needs to update its Interagency Service Agreement (ISA)with the AGs office to increase the percentage of time in which legal counsel is available to the Board.

Solutions:

The Board shall pursue an increased Interagency Service Agreement with the AAGs office.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	25.0	25.0	25.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	2,915.8	2,915.8	2,915.8
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To timely and accurately process applications for registration and certification.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of active registrants	41,817	43,000	43,494	43,000	44,000
Explanation: Total number of professional and occupational licensees					
Total number of applications received	2,866	2,900	2,467	2,900	2,900
Explanation: The Board is currently in the process of cleaning data after a vendor failed to provide a functioning e-licensing system. The data is still in the process of being mapped and it is expected that abnormal numbers that are not historically consistent contain errors. The estimates are based historical data.					
Total number of applications processed	2,701	2,700	2,284	2,700	2,700
Percent of applications processed within agency timeframes	100	100	100	100	100
Total number of license renewal applications processed	10,446	10,500	10,243	10,500	10,500
Number of application denials	0	1	1	1	1
Number of application denials reversed through appeal	0	0	0	0	0

◆ **Goal 2** To timely resolve all received complaints.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of complaints resolved by informal methods	91	91	99.29	95	95
Number of complaints resolved	132	140	118	130	130
Number of complaints received	117	135	130	135	140
Number of non-registrant complaints	19	30	36	30	30
The average number of days a complaint is open.	253	175	125	140	140
Number of complaints against registrants resulting in disciplinary action	51	50	35	43	43

◆ **Goal 3** To rapidly and accurately respond to requests for information (public records requests) relating to the Board's regulated population.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of persons grading response to request for information as good or better	N/A	100	N/A	N/A	N/A
Number of Public Information requests received	32	70	48	45	40

Agency Summary

OFFICE OF TOURISM

Debbie Johnson, Director
Phone: (602) 364-3717
A.R.S. § 41-2305

Mission:

To stabilize and strengthen local economies, protect environmental and cultural resources, create a meaningful visitor experience and enhance the quality of life for Arizonans through tourism collaboration, promotion and development.

Description:

The Arizona Office of Tourism (AOT) leads the State's tourism industry in the development of global marketing programs to promote Arizona as a travel destination.

With multiple research-based initiatives including advertising campaigns, cooperative marketing programs, trade and media relations, and community outreach, AOT sets into motion a positive and profitable cycle of visitation, spending, job growth, and tax revenue.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ ADMINISTRATION	24,879.6	30,893.0	30,893.0
➤ TOURISM PROMOTION	21,793.8	28,820.1	28,820.1
Agency Total:	46,673.4	59,713.1	59,713.1
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	8,143.2	10,302.6	10,302.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	38,530.2	49,410.5	49,410.5
Total Funding	46,673.4	59,713.1	59,713.1
FTE Positions	28.0	28.0	31.0

Vision: Create an Arizona experience that captures and nurtures the hearts and minds of people who call it home and travelers the world over in search of extraordinary adventure and natural wonders.

Mission: We stabilize and strengthen local economies, protect environmental and cultural resources, create a meaningful visitor experience and enhance the quality of life for Arizonans through tourism collaboration, promotion and development.

Agency Description: The Arizona Office of Tourism (AOT) leads the state's tourism industry with the development of global marketing programs to promote Arizona as a travel destination. With multiple research-based initiatives including advertising campaigns, trade and media relations, grant programs and community outreach, AOT sets into motion a positive and profitable cycle of visitation, spending, job growth and tax revenue.

Executive Summary: For FY23, AOT will apply the new brand strengths, intelligence and high-value marketing persona data from the research study we conducted in FY22 into all domestic marketing efforts. Additionally, through our global travel trade efforts and media relations activities, we will work to increase international leisure visitation.

Our goal to cultivate a productive Arizona tourism industry is still a top goal. AOT will continue our robust cooperative grant program and community outreach programs to further help communities across the state that face diminished or eliminated marketing budgets.

Moreover, AOT's three-year strategic plan and a 10-year destination stewardship plan will help address the specific needs of our state and communities in developing a stable and productive tourism industry that addresses the environmental, socio-economics and cultural awareness of Arizona's destinations.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Attract qualified visitors and increase direct spending	2017	<ul style="list-style-type: none"> Generated \$23.6 billion in direct travel spending in 2021. Executed consumer travel advertising campaigns (national, regional and in-state) in 2021. Administered \$17.5 Million in grants to support more than 120 tourism events and projects in all regions of the state to increase the visibility of Arizona destinations. Continued with the Arizona Meetings Mean Business campaign in support of the industry. Generated more than 800 articles as a result of global media relations activities to promote Arizona.
2	Cultivate a productive Arizona tourism industry	2019	<ul style="list-style-type: none"> Produced compelling local articles and TV interviews featuring the value of Arizona's tourism industry. Presented the value of tourism and AOT's program of work to communities across the state. Promoted Appreciate AZ principles and education components to engage industry representatives.
3	Maximize internal agency functions	2020	<ul style="list-style-type: none"> Identified and documented Standard Work Processes throughout agency. Implemented a 5S program within agency. Promoted the agency new partner portal to industry representatives to capture and process their material in a timely manner.

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
#1	1.A Maximize in-state visitation and spending 1.B Maximize domestic visitation and spending 1.C Increase international leisure destination visitation 1.D Improve Diversity, Equity, Inclusion and Accessibility (DEIA) representation	1.A,B Campaign Return-On-Investment 1.A,B Regional cooperative grant program participation number 1.C Global earned media number 1.C Number of sales calls and destination trainings 1.D Number of DEIA opportunities implemented	1.A, B, C Develop and execute research-driven new advertising campaigns at the appropriate times, including consumer customization 1.A,B, C Integrate marketing high-value personas across all domestic marketing efforts to ensure effectiveness of brand strength, marketing reach and impact 1.A, B, C Administer the Visit Arizona Initiative grants program 1.A, B, C Build strategic marketing partnerships and community collaborations 1.A, B, C Provide cooperative marketing grant program for rural Destination Marketing Organizations, tribal and statewide associations 1. B, C Conduct global trade/media relations activities to educate and engage industry-related trade/media representatives 1.D Identify and optimize DEIA messaging and compliance in all marketing and communications channels
#2	2.A Increase engagement and education of industry 2.B Maintain industry support for responsible outdoor recreation program, Appreciate AZ 2.C Continue building an Outdoor Recreation Partnership 2.D Increase agency support for group and amateur sports travel	2.A In-state earned media number 2.B Appreciate AZ program material distribution number 2.C Percentage of milestones completed on schedule 2.D Number of marketing opportunities in support of group and amateur sports travel	2.A Disseminate research data and agency information in a timely fashion and provide annual symposium 2.B Promote Appreciate AZ principles and education component to engage industry representatives 2.C Incorporation of Outdoor Recreation into AOT's program of work 2.D Promote Arizona as a group and amateur sports travel destination
#3	3.A Expand agency 5S program 3.B Update internal Purchase Order Request (POR) Process <i>(BREAKTHROUGH/A3)</i>	3.A Percentage of 5S reviews completed on schedule 3.B Percentage of milestones completed on schedule	3.A Conduct and expand 5S program within agency 3.B Evaluate effectiveness, assess, implement changes if needed and educate staff on POR process

Program Summary

ADMINISTRATION

Debbie Johnson, Director
 Phone: (602) 364-3717
 A.R.S. §§ 41.2302 to 41.2305

Mission:

To plan, coordinate and direct administrative and fiscal activities to support and enable TOA to achieve its mission and vision.

Description:

Administration supports the planning and operational needs of TOA by providing administrative guidance, services, and technical assistance to executive management and all divisions. These services include accounting, human resources, information technology, planning and budget, procurement, and intergovernmental information disclosure as well as ensuring statutory and regulatory compliance for the agency.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	7,143.2	7,452.6	7,452.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	17,736.4	23,440.4	23,440.4
Total Funding	24,879.6	30,893.0	30,893.0
FTE Positions	28.0	28.0	31.0

◆ **Goal 1** To maximize internal agency functions.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Completed 5S Reviews	0	0	0	10	10
Standard Work Processes Documented	30	42	39	52	65
Industry Partners in Agency Portal	472	TBD	3,166	3,185	3,200

Program Summary

TOURISM PROMOTION

Debbie Johnson, Director
 Phone: (602) 364-3717
 A.R.S. §§ 41.2302 to 41.2305

Mission:

To expand the Arizona brand, increase its connection to consumers worldwide, and create the desire to travel to Arizona.

Description:

Tourism Promotion encompasses advertising, consumer fulfillment, media communications, travel industry marketing, market research, cooperative programs, and visitor services. Together with strategic partners and tourism businesses across the state, TOA works to increase travel to and within Arizona. TOA supports Destination Marketing Organizations and the expansion of tourism in the tribal, rural and urban communities through thoughtful tourism development and focused marketing strategies.

This Program Contains the following Subprograms:

- ▶ State Tourism Promotion
- ▶ State Tourism Promotion (Prop 202)
- ▶ Maricopa County Tourism Promotion

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,000.0	2,850.0	2,850.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	20,793.8	25,970.1	25,970.1
Total Funding	21,793.8	28,820.1	28,820.1
FTE Positions	0.0	0.0	0.0

Subprogram Summary

STATE TOURISM PROMOTION

Debbie Johnson, Director
 Phone: (602) 364-3717
 A.R.S. §§ 41.2302 to 41.2305

Mission:

To promote all of Arizona and create a platform that supports Destination Marketing Organizations (DMO) and the travel and tourism industry.

Description:

Through marketing, technical assistance, visitor services programs and innovative partnerships, this subprogram seeks to enhance the image and awareness of Arizona. The subprogram further supports the development and promotion of new Arizona travel products and packages in urban and rural areas, in partnership with public and private entities. The subprogram also encourages visitors to extend their stay and promotes positive awareness of Arizona’s authentic attributes through fulfillment. TOA will also play a role in tourism’s continued recovery response to the COVID-19 pandemic.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,000.0	2,850.0	2,850.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	10,693.7	15,443.7	15,443.7
Total Funding	11,693.7	18,293.7	18,293.7
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To cultivate a productive Arizona tourism industry.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Industry Education	62	65	49	50	55
In-State Earned Media	443	552	1,480	533	544

Explanation: FY22 results due to additional press related to pandemic specific marketing. FY23 estimate is expected to normalize.

Arizona Visitor Information Centers	60	60	60	60	60
Group and Amateur sports marketing opportunities (baseline year)	0	TBD	0	TBD	TBD

Explanation: This program is in development. Targets are to be determined.

Appreciate AZ Program Material Distribution	0	4,800	2,931	4,000	4,000
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Subprogram Summary

STATE TOURISM PROMOTION (PROP 202)

Debbie Johnson, Director
Phone: (602) 364-3717
A.R.S. § 41.2306

Mission:

To appropriately utilize funds from the Indian Gaming Compact that promote and elevate Arizona top-of-mind as a world-class travel destination.

Description:

This subprogram is dedicated to enhancing tourism promotion of Arizona, supports the national and international marketing campaign, and helps fund expanded, new and emerging markets. Without this subprogram, TOA would not have the reach and frequency for its marketing efforts to strengthen and expand Arizona's economy.

◆ **Goal 1** To attract qualified visitors and increase direct spending.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Global Earned Media	1,009	600	956	865	865
Trade Sales Appointments	10,074	5,825	3,295	3,800	3,800
Explanation: Includes virtual and in-person appointments					
Social Media Engagements	283,088	291,667	204,500	300,000	350,000
Explanation: Measured as a monthly average					
Campaign Return on Investment	203	243	390	390	397
Explanation: Measured as dollars.					
Regional Cooperative Program Participation	31	35	36	34	34
Annual growth of social media audience	0	100	20,000	36,420	38,241
DEIA Opportunities and Placements	0	8	14	18	18

Explanation: DEIA = Diversity, Equity, Inclusion, Accessibility

Subprogram Summary

MARICOPA COUNTY TOURISM PROMOTION

Debbie Johnson, Director
 Phone: (602) 364-3717
 A.R.S. § 41.2306

Mission:
To provide quality assistance, management and financial incentives to Destination Marketing Organizations (DMOs) within Maricopa County to promote tourism.

Description:
 This program provides funding to TOA, as well as to eligible Destination Marketing Organizations (DMOs) within Maricopa County, strictly for tourism marketing activities. The purpose of this funding is to promote a variety of tourism-related products and activities in specific individual destinations as well as Maricopa County as a whole. The funds are restricted from use for administrative or operational expenses. Under the guidance of the Prop 302 Maricopa County Program Committee, TOA oversees the guidelines, application process, level of individual fund allocations and the monthly distribution to each eligible participant in the Maricopa County Prop 302 program annually.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	10,100.0	10,526.4	10,526.4
Total Funding	10,100.0	10,526.4	10,526.4
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To distribute Proposition 302 money in a timely manner.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of days from Treasurer's Office notification to disbursement of funds	3	3	3	3	3

Agency Summary

DEPARTMENT OF TRANSPORTATION

John Halikowski, Director
Phone: (602) 712-7227
A.R.S. Title 28

Mission:

To Connect AZ. Everyone. Every Day. Everywhere.

Description:

The Department of Transportation (ADOT) is responsible for planning, constructing, and maintaining the State's transportation system. The Department also provides driver's license and title and registration services; is responsible for commercial truck enforcement and vehicle registration compliance; and operates the Grand Canyon Airport.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ ADMINISTRATION	1,625,757.9	117,455.7	96,689.9
➤ INTERMODAL TRANSPORTATION	1,241,714.3	356,180.7	324,669.5
➤ MOTOR VEHICLE	111,788.4	125,888.1	132,435.1
➤ STATE MOTOR VEHICLE FLEET	15,210.8	35,982.9	23,001.9
Agency Total:	2,994,471.4	635,507.4	576,796.4
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	57,551.3	0.0	778.6
Other Appropriated Funds	421,516.7	599,435.8	539,946.2
Other Non Appropriated Funds	2,515,403.4	36,071.6	36,071.6
Total Funding	2,994,471.4	635,507.4	576,796.4
FTE Positions	3,593.5	0.0	10.0

Vision: Moving AZ. Becoming the safest, most reliable transportation system in the nation.

Mission: Connecting AZ. Everyone. Everywhere. Every Day.

Agency Description: The Arizona Department of Transportation is responsible for planning, constructing, and maintaining the State's transportation system.

The Department also provides drivers license and registrations services; is responsible for commercial vehicle enforcement and registration compliance; and operates the Grand Canyon National Park Airport.

Executive Summary: The Arizona Department of Transportation (ADOT) has identified four strategic priorities to reach our vision:

Transportation Safety: implementing the most effective safety improvement countermeasures will help promote safe driving behaviors and reduce roadway crashes in high risk areas.

Employee Engagement: ensuring that our employee's basic needs are met and that they are inspired and enabled to function at the highest level will allow ADOT to thrive well into the future.

Customer Value: creating an enterprise-wide understanding of customer value and leveraging the customer-supplier relationship to improve and innovate our business processes will ensure we stay ahead of changing customer needs.

Maximize Resources: pursuing innovations and organizational efficiencies will save money, increase agency capacity, and lead to more investment in the transportation system.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Promote Transportation Safety	2018	<ul style="list-style-type: none"> Updated Strategic Traffic Safety Plan (STSP) is helping to ensure adoption of best safety practices in all transportation investments First in nation thermal detection system is helping to reduce wrong way driver incursions First in nation dust detection warning system is helping drivers navigate blinding dust storms Newly created Incident Response Unit is helping drivers and DPS clear crashes quicker Major I-17 and I-10 projects underway to help improve safety and traffic flow Received emmy for best Public Service Announcement "Distracted Driver's Terrify Me"
2	Build a Culture of Highly Engaged Employees	2018	<ul style="list-style-type: none"> Steady annual increases in employee engagement (current survey = 81% positive) Successfully transitioned AMS culture from <i>Deploy to Sustain</i> (current score = 3.8/5.0) High employees satisfaction with first year onboarding program (current score = 3.6/4.0)
3	Deliver Value to the Customer	2018	<ul style="list-style-type: none"> Completed Motor Vehicle Division (MVD) computer system modernization New azmvdnow.gov portal provides quick and secure access to a wide range of new online features (over 3M customer accounts activated) First in nation where residents can add their driver licenses to Apple Wallet and present as valid ID at Phoenix Sky Harbor TSA checkpoints
4	Maximize Resources	2018	<ul style="list-style-type: none"> Over 39K kaizen improvement ideas implemented by ADOT employees Over 500 core business processes mapped and improved

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Improve the operation of the transportation system based on existing revenues	<ul style="list-style-type: none"> Percent of project funding dashboard operationalized Number of Infrastructure Investment & Jobs Act (IIJA) grants awarded Miles of fiber optic conduit installed MVD trips avoided Number of Arizona Travel ID issued 	<ul style="list-style-type: none"> Create visual management system to track progress of newly funded state and federal projects Recommend the best and most efficient use of available funding to deliver public safety and service Identify opportunities for increased stakeholder engagement in addressing the recurring transportation funding shortfall Increase MVD capacity to serve customers
2	Improve agency performance on all AMS elements	<ul style="list-style-type: none"> Percent huddle boards meeting standard Percent observed assessment milestones achieved 	<ul style="list-style-type: none"> Increase the effective use and application of the tiered huddle system and check for corresponding improvement in supporting AMS elements
3	Improve internal customer service delivery	<ul style="list-style-type: none"> Average days to issue procurement award (breakthrough) Percent fleet transfer milestones achieved 	<ul style="list-style-type: none"> Develop process delivery standards based on a clear understanding of what internal customers expect in terms of quality and level of service Complete the transfer of statewide fleet to ADOT
4	Improve our ability to attract and retain the best talent	<ul style="list-style-type: none"> Percent regrettable attrition AKA Development Index 	<ul style="list-style-type: none"> Align our leaders and people systems to the vision and expectations of AKA - The ADOT Way

5 Year Plan

Issue 1 Promote Transportation Safety

Description Implementing the most effective safety improvement countermeasures will help to promote safe driving behaviors and improve outcomes in high risk areas

Solutions:

- Apply appropriate engineering principles and practices to promote safety
- Clear accidents faster
- Promote safe behaviors by all transportation users
- Improve the quality of transportation safety data

Issue 2 Build a Culture of Highly Engaged Employees

Description Ensuring ADOT's workforce is inspired and enabled to function at the highest level will allow ADOT to thrive well into the future

Solutions:

- Align learning and talent management strategies with AMS
- Promote programs that reward innovation and creativity
- Strengthen interagency connections (One ADOT)
- Turn insights from employee surveys into action

Issue 3 Deliver Value to the customer

Description Creating an enterprise-wide understanding of customer value and leveraging it to improve and innovate the customer experience will ensure we stay ahead of changing customer needs

Solutions:

- Give customers easy access to important information
- Employ new technology and products that save customers time and money
- Identify problems before they occur
- Incorporate customer feedback into agency improvement efforts

Issue 4 Maximize Resources

Description Pursuing innovations and organizational efficiencies will save money, increase agency capacity, and lead to more investment in the transportation system

Solutions:

- Take care of what we have
- Optimize our existing systems
- Deliver projects on-time and on-budget
- Promote agency efficiency on a continuing basis

Program Summary

ADMINISTRATION

John Halikowski, Director
Phone: (602) 712-7227
A.R.S. Title 28

Mission:

To provide leadership and operational and financial support to help achieve the agency mission.

Description:

The Administration Program provides overall coordination, management and support functions for the Department. As described in A.R.S. § 28-104, the exclusive control and jurisdiction over state highways, state routes, state airports and all state-owned transportation systems or modes is vested in the Department of Transportation.

This Program Contains the following Subprograms:

- ▶ Director's Office / Transportation Board
- ▶ Transportation Support Services
- ▶ Arizona Highways Magazine

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	38,319.4	0.0	778.6
Other Appropriated Funds	68,041.4	108,790.6	87,246.2
Other Non Appropriated Funds	1,519,397.1	8,665.1	8,665.1
Total Funding	1,625,757.9	117,455.7	96,689.9
FTE Positions	621.8	0.0	0.0

Subprogram Summary

DIRECTOR'S OFFICE / TRANSPORTATION BOARD

John Halikowski, Director
Phone: (602) 712-7227
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 provides strategic direction and manages high level, critical issues for the Agency at the local, state and federal levels. Working through the Executive Staff, the Director insures that the agency has the administrative infrastructure to meet the mission of the agency.

The Arizona State Transportation Board is appointed by the Governor and serves in an advisory capacity to the Director. The Board awards construction contracts, monitors the status of construction projects and has the exclusive authority to issue revenue bonds for transportation financing.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,300.0	0.0	0.0
Other Appropriated Funds	13,566.8	45,567.6	24,777.5
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	16,866.8	45,567.6	24,777.5
FTE Positions	7.0	0.0	0.0

◆ **Goal 1** To Promote Transportation Safety

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Pavement condition for interstate highways	73	73	73	73	73
Urban MVD field office entrance to exit time (minutes)	23	30	21	30	30

◆ **Goal 2** To Build A Culture of Highly Engaged Employees

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent huddle boards meeting standard	0	0	50	75	100

◆ **Goal 3** To Deliver Value to the Customer

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent statewide fleet transfer milestones achieved	0	0	100	100	0

◆ **Goal 4** To Maximize Resources

Subprogram Summary	
TRANSPORTATION SUPPORT SERVICES	
Kismet Weiss, Deputy Director Operations	
Phone: (602) 712-7228	
A.R.S. Title 28	

Mission:

To provide effective and efficient support services to those who serve our customers and stakeholders.

Description:

Transportation Support Services provides many of the essential business services necessary for the Department to carry out its mission. It delivers these services to diverse customers located throughout the state. Service areas include: human resources, financial management, civil rights, audit, community relations, employee development, safety and health, procurement, information technology, facilities maintenance, planning and budgeting, and management of the Grand Canyon National Park Airport.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	35,019.4	0.0	778.6
Other Appropriated Funds	54,474.6	63,223.0	62,468.7
Other Non Appropriated Funds	1,514,584.9	3,370.9	3,370.9
Total Funding	1,604,078.9	66,593.9	66,618.2
FTE Positions	599.8	0.0	0.0

Subprogram Summary

ARIZONA HIGHWAYS MAGAZINE

Kelly Mero, Publisher
Phone: (602) 712-2019
A.R.S. §§ 28-1881 to 28-1884

Mission:

To encourage travel within Arizona by publishing magazines and products about the state and its people while achieving the highest level of quality in production and customer service.

Description:

The first issue of Arizona Highways was published in April 1925. Approximately half of the magazine's current subscribers live outside Arizona, including every state and 71 foreign countries. Arizona Highways is an enterprise fund and generates revenue from two major sources:(1) subscription and newsstand sales of the magazine; and (2) related product sales. The magazine is 56 full-color pages per issue. Most of the writing and photography included is provided by freelance contributors who are paid fees for one-time rights to publish their material.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,812.2	5,294.2	5,294.2
Total Funding	4,812.2	5,294.2	5,294.2
FTE Positions	15.0	0.0	0.0

Program Summary

INTERMODAL TRANSPORTATION

Greg Byres, Deputy Director Transportation
 Phone: (602) 712-7391
 A.R.S. Title 28

Mission:

To improve and sustain the safety, efficiency and environmental stewardship of Arizona’s transportation infrastructure.

Description:

The Deputy Director for Transportation (State Engineer) oversees the Divisions of: Infrastructure Delivery and Operations (IDO), Transportation Management and Systems Operations (TSMO) and Multimodal Transportation (MPD). Together, these divisions serve as the state’s public entity to design, construct and maintain a quality highway system. It ensures that the Department’s mission is fulfilled through an extensive public participation process and technical evaluation effort which results in the Five-Year Transportation Facilities Construction Program for highways and airports. This program is revised each year to reflect the completion of projects, addition of new projects and changes in scheduling for underway projects.

This Program Contains the following Subprograms:

- ▶ Maintenance
- ▶ Construction
- ▶ Intermodal Transportation Planning
- ▶ Vehicles and Heavy Equipment

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	19,231.9	0.0	0.0
Other Appropriated Funds	240,849.5	340,130.7	308,619.5
Other Non Appropriated Funds	981,632.9	16,050.0	16,050.0
Total Funding	1,241,714.3	356,180.7	324,669.5
FTE Positions	1,860.0	0.0	0.0

Subprogram Summary

MAINTENANCE

Greg Byres, Deputy Director Transportation
 Phone: (602) 712-7391
 A.R.S. Title 28

Mission:

To provide courteous, efficient and effective maintenance contract support services.

Description:

The Maintenance Group is responsible for maintaining Arizona’s existing transportation infrastructure through activities including roadway and shoulder maintenance, signage, repairs, striping, emergency response, snow removal and preservation projects.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	16.6	0.0	0.0
Other Appropriated Funds	164,147.9	250,828.5	212,323.6
Other Non Appropriated Funds	25,080.4	50.0	50.0
Total Funding	189,244.9	250,878.5	212,373.6
FTE Positions	809.0	0.0	0.0

Subprogram Summary

CONSTRUCTION

Greg Byres, Deputy Director Transportation
Phone: (602) 712-7391
A.R.S. Title 28

Mission:
To monitor and implement statewide construction policies and procedures that continually improve project cost effectiveness and quality.

Description:
This Construction Group is responsible for the administration of the statewide annual construction program of over \$1 billion. The Five-Year Construction Program is revised each year to reflect the completion of some projects, the addition of new projects and changes in scheduling for other projects.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	19,200.7	0.0	0.0
Other Appropriated Funds	55,570.3	59,821.0	65,170.8
Other Non Appropriated Funds	925,090.2	0.0	0.0
Total Funding	999,861.2	59,821.0	65,170.8
FTE Positions	797.0	0.0	0.0

Subprogram Summary

INTERMODAL TRANSPORTATION PLANNING

Paul Patane, Division Director
Phone: (602) 712-8143
A.R.S. Title 28

Mission:
To develop the transportation foundation for Arizona's future.

Description:
The Multimodal Planning Division (MPD) works with its customers and stakeholders in a collaborative effort to develop and implement statewide transportation policy and facilitate multimodal, performance-based transportation planning and programming efforts at the state, regional and local level, including the statewide airport system. The Division helps to identify the important present and future transportation issues facing Arizona and assists in the development of supporting strategies needed to preserve and expand the state's transportation system for all modes.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	14.6	0.0	0.0
Other Appropriated Funds	2,963.3	3,439.6	4,014.6
Other Non Appropriated Funds	31,462.3	16,000.0	16,000.0
Total Funding	34,440.2	19,439.6	20,014.6
FTE Positions	73.0	0.0	0.0

Subprogram Summary

VEHICLES AND HEAVY EQUIPMENT

Sonya Herrera, Division Director
Phone: (602) 712-6255
A.R.S. Title 28

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:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	18,168.0	26,041.6	27,110.5
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	18,168.0	26,041.6	27,110.5
FTE Positions	181.0	0.0	0.0

Program Summary

MOTOR VEHICLE

Eric Jorgensen, Division Director
Phone: (602) 712-8152
A.R.S. Title 28

Mission:

To support Arizona through licensing, vehicle credentialing, revenue collection, safety programs, and by promoting compliance with transportation laws.

Description:

The Motor Vehicle Division (MVD) provides services in the following areas: motor vehicle title and registration, issuance of driver credentials, vehicle inspection, e-government (ServiceArizona), motor carrier, dealer licensing, aircraft registration and customer service through the division's public information call centers. 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:

- ▶ Customer Services
- ▶ Motor Vehicle Enforcement Services

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	97,415.0	114,531.6	121,078.6
Other Non Appropriated Funds	14,373.4	11,356.5	11,356.5
Total Funding	111,788.4	125,888.1	132,435.1
FTE Positions	1,111.8	0.0	10.0

Subprogram Summary

CUSTOMER SERVICES

Eric Jorgensen, 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:

The Customer Service Program provides motor vehicle title and registration services and issues driver credentials (including CDLs). Responsibilities include: review for compliance with state statutes and federal guidelines, fraud detection, collection and reconciliation of fees, vehicle inspections, driver knowledge and skill testing, medical review, motor carrier licensing and permit issuance. The program strives to provide the highest degree of quality customer service through statewide field offices, information call centers, and electronic service delivery.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	70,609.5	82,392.8	86,177.8
Other Non Appropriated Funds	12,467.5	11,356.0	11,356.0
Total Funding	83,077.0	93,748.8	97,533.8
FTE Positions	845.8	0.0	0.0

Subprogram Summary

MOTOR VEHICLE ENFORCEMENT SERVICES

Leah Ray, ESB Chief
Phone: (602) 712-7328
A.R.S. Title 28

Mission:

To accomplish mandated enforcement and regulatory responsibilities and provide a system that ensures public safety.

Description:

The Enforcement and Compliance Division is responsible for vehicle registration compliance and ensuring that commercial vehicles adhere to size, weight, and safety laws at the state's ports-of-entry, including the six southern border ports. The Executive Hearing Office is primarily responsible for conducting administrative hearings related to DUI offenses and driver license suspension/revocations. The Office of the Inspector General (OIG) enforces laws relevant to licensed and illegal car dealers, title and driver license fraud, and the use of fraudulent documents in acquiring ADOT products and services.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	26,805.5	32,138.8	34,900.8
Other Non Appropriated Funds	1,905.9	0.5	0.5
Total Funding	28,711.4	32,139.3	34,901.3
FTE Positions	266.0	0.0	10.0

Program Summary

STATE MOTOR VEHICLE FLEET

Kismet Weiss, Deputy Director Operations
Phone: (602) 712-7228
A.R.S. Title 28

Mission:

To administer the state motor vehicle fleet

Description:

The FY 2022 Transportation BRB transfers the control of the state fleet from the Arizona Department of Administration (ADOA) to ADOT.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	15,210.8	35,982.9	23,001.9
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	15,210.8	35,982.9	23,001.9
FTE Positions	0.0	0.0	0.0

Agency Summary

STATE TREASURER

Kimberly Yee, State Treasurer
Phone: (602) 542-7800
A.R.S. § 41-171

Mission:

To protect taxpayer money as the State's banker, chief investment officer and financial services provider.

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 for public entities throughout Arizona.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,933.7	8,560.8	8,560.8
Other Appropriated Funds	12,316.2	6,148.9	6,507.2
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	15,249.9	14,709.7	15,068.0
FTE Positions	27.0	30.0	33.0

5 Year Plan

Issue 1 Employees

Description Create and Support a culture of leadership and continuous advancement through employee training, advancement and retention.

Solutions:

Objectives:

Define and implement capacity requirements to continue to embrace changing financial requirements, services, regulations and technological advancement.

Develop a leadership succession plan that includes a leadership gap analysis and cross training in all divisions.

Implement a reward based program that encourages employees to share ideas that further strengthen the agency's mission and vision.

Reclassify position descriptions and qualification standards for all positions within the office to align with the statewide services provided by the office.

Measurements:

Conduct an annual training assessment to ensure training is designed to improve organization and individual performance.

Engage external customers for feedback used in the analysis of staff to identify and address concerns.

Modernize position descriptions and employ appropriate and competitive total compensation based on performance.

Issue 2 Investments

Description Protect taxpayer money, invest for safety and yield.

Solutions:

Objectives:

Recruit, train, advance and retain professional staff with experience in investing.

Implement the best technology for efficiency, risk reduction, and increased safety.

Provide proper risk-adjusted returns on investments.

Continue proper contingency measures for investment management.

Increase participation and invested balance in LGIP and individual endowment funds.

Measurements:

Performance benchmarks adjusted for risk.

Maintain \$1 NAV for Pools 5 and 7.

Weekly comparison of local and national bank rates. Quarterly comparison of similar treasury operations. Semiannual comparisons of mutual funds.

Maintain S&P AAf/S1+ rating on Pool 5.

Issue 3 Efficiency/Transparency

Description Ensuring excellent customer service and financial transparency for taxpayers of Arizona.

Solutions:

Objectives:

Improve the Office's web page to provide better comprehensive understandable financial information.

Facilitate a one stop point for the public to access financial information of the State of Arizona.

Maintain working relationships with elected officials and agency directors to provide financial services to support agency efficiencies.

Optimization of financial services contracted/provided for agencies to support PCI compliance.

Measurements:

Timely Distributions to local governments.

Timely payments to statewide vendors.

Process reviews.

Issue 4 Modernization/Technology

Description Improve efficiency and effectiveness through modernization of technology.

Solutions:

Objectives:

Improve revenue collection efficiencies across state agencies.

Implement solutions that create automation and provide for better efficiency.

Update web page/portal to provide secure access by agencies to their financial transaction information.

Implement disaster recovery systems and protocol to allow for timely completion of all state agency investments, revenue receipt and obligation payments.

Increase security and fraud controls on financial transactions.

Measurements:

Receipt processing automation.

Reconciliation process automated.

Measured reduction in paperwork required from outside sources (agencies) and retained by office.

Automation of repetitive tasks.

Issue 5 Financial Literacy & College Savings Program**Description** Promote financial literacy and advance educational savings opportunities throughout the State of Arizona.**Solutions:****OBJECTIVES:**

Raise awareness by connecting with Arizonans in all 15 counties of the need to have stronger skills in basic money management through financial literacy and saving early on for post high school education and workforce development through the management of the Arizona 529 Family College Savings Program.

Implement action plans based on the recommendations of the Financial Literacy Task Force and AZ529 Advisory Committee.

Create and maintain a detailed, one stop Financial Literacy Toolbox page on the Office's web page to serve as a public resource for Arizonans.

Obtain grants to assist with providing resources to promote financial literacy to all Arizonans.

Measurements:

Implementation of Task Force and Advisory Committee recommendations.

Evaluate the growth in savings accounts opened and maintained with the Arizona 529 Family College Savings Program.

Evaluate the increase in grants received.

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Customer satisfaction rating for State Agency depositors (scale 1-8)	7.7	7.5	7.8	7.5	7.5

- ◆ **Goal 2** To disburse funds as required by law in a manner that ensures accuracy and timeliness, while maintaining adequate internal controls and auditable records.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Customer satisfaction rating for State Agency banking customers (scale 1-8).	7.7	7.5	7.8	7.5	7.5
Customer satisfaction rating for distribution recipients (scale 1-8)	7.6	7.3	7.5	7.5	7.5
Percent of distributions sent successfully and accurately.	98.06	99.0	99.2	99.0	99.0
Percent of outgoing wires sent successfully and accurately.	99.7	99	99.2	99.0	99.0
Percent of distributions sent on time.	99.3	99	100	99.0	99.0
Percent of outgoing wires sent on time.	100	99	99.3	99	99.0

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- ◆ **Goal 3** To operate, in real-time, an investment tracking portfolio management system that allows greater flexibility and enhances management as well as trade/position reporting.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of non-compliant trades	0	2	0	0	0
Average days to correct non-compliant trades	N/A	1	0.0	0.0	0.0

Agency Summary

TRIBAL RELATIONS

Kristine M. FireThunder, Executive Director
Phone: (602) 542-4421
A.R.S. § 41-2051 to 41-2054

Mission:

To assist agencies in implementing tribal consultation and outreach activities

Description:

The Office on Tribal Relations assists and supports tribal nations and communities in Arizona and enhances government-to-government relations among the twenty-two tribal nations.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	59.9	69.9	69.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	26.5	8.5	8.5
Total Funding	86.4	78.4	78.4
FTE Positions	0.5	0.5	0.5

Agency Summary

BOARD OF REGENTS

John Arnold, Executive Director
Phone: (602) 229-2500
A.R.S. § 15-1621

Mission:

To provide opportunities for learning, discovery, research, public service, and economic development for Arizona residents and the global community.

Description:

The Arizona Board of Regents provides strategic direction for the university system and is committed to ensuring Arizonans have access to a quality public university education, building a brighter future for students, families, and the State.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ GOVERNANCE	252,141.3	246,483.7	546,483.7
➤ STUDENT ASSISTANCE	34,145.2	137,153.6	192,153.6
➤ COMMISSION FOR POSTSECONDARY EDUCATION	0.0	4,227.2	4,169.8
Agency Total:	286,286.5	387,864.5	742,807.1
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	29,722.5	90,238.0	445,238.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	256,564.0	297,626.5	297,569.1
Total Funding	286,286.5	387,864.5	742,807.1
FTE Positions	40.8	47.3	47.3

Program Summary

GOVERNANCE

Chad Sampson, VP Academic Affairs and Institutional Analysis
 Phone: (602) 229-2500
 A.R.S. § 15-1621

Mission:

To employ an entrepreneurial approach with an innovative leadership and organization design that recognizes each university's unique mission; holds the enterprise to the highest standards of quality and accountability; and works collaboratively to achieve statewide goals.

Description:

The Arizona Board of Regents have outlined goals for the universities as part of the strategic plan through 2025. Goals for student success, educational attainment, research, and impact on local, state and global communities, provide a framework for the Board's strategic fiduciary oversight and planning.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,421.3	2,496.5	302,496.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	249,720.0	243,987.2	243,987.2
Total Funding	252,141.3	246,483.7	546,483.7
FTE Positions	35.2	39.7	39.7

◆ **Goal 1** To drive student educational success and learning.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Total Enrollment	204,460	204,987	212,714	225,010	235,439

Explanation: Reflects 2022 through 2024

◆ **Goal 2** To advance educational achievement within Arizona.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Bachelor's degrees produced annually in the system.	0	36,219	26,338	26,600	26,992

Explanation: Reflects 2021 through 2023

◆ **Goal 3** To discover new knowledge and impact Arizona

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Public service activity (in thousands of dollars)	0	\$178,862	\$166,914	\$172,832	\$178,960

Explanation: Reflects 2020 through 2022
 Goals are estimated based on 5 year trend

Total Research Activity (in thousands of dollars)	0	\$1,478,280	0	\$1,520,060	0
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Explanation: FY 2021 actual not available yet

Invention Disclosures	0	40	626	64	658
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Explanation: Reflects 2021 through 2023
 Goals are estimated based on 5 year trend

◆ **Goal 4** To oversee the university internal audit process.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Audits scheduled	52	48	54	24	24

Explanation: UA has been working to close out numerous audits carried over from prior years

Audits performed on universities	17	40	0	39	0
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Explanation: 'UA has been working in FY 22-23 to close out numerous audits carried over from prior years

Program Summary	
STUDENT ASSISTANCE	
Chad Sampson, VP Academic Affairs and Institutional Analysis	
Phone: (602) 229-2500	
A.R.S. §§ 15-1642, 15-1742, 15-1746	

Mission:

To provide student access to higher education and improve the demographic and academic profile of the public universities.

Description:

The Arizona Board of Regents administers three financial assistance programs, Western Interstate Commission on Higher Education (WICHE), Arizona Financial Aid Trust (AFAT) and Arizona Teacher Incentive Program.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	27,301.2	86,094.7	141,094.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,844.0	51,058.9	51,058.9
Total Funding	34,145.2	137,153.6	192,153.6
FTE Positions	5.6	5.6	5.6

◆ **Goal 1** To deliver a high-quality university education

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of Western Interstate Commission for Higher Education awards	160	152	156	148	140
Number of first year Western Interstate Commission for Higher Education awards	37	39	37	35	30
Number of first year WICHE applications meeting eligibility requirements	147	140	140	141	120
Number of first year WICHE applications processed	158	150	160	167	140
Percent of recipients returning to practice in Arizona	77	76	79	78	77
Number of Students Enrolled in the Arizona Teachers Academy	2,886	3,000	3,310	3,500	4,000
Six-Year Graduation Rate	64.3%	67.3%	0	68.6%	0

Program Summary

COMMISSION FOR POSTSECONDARY EDUCATION

Chad Sampson, VP, Academic Affairs
 Phone: (602) 229-2500
 A.R.S. § 15-1851

Mission:

To expand access to and increase success in postsecondary education for Arizonans.

Description:

The Arizona Board of Regents have outlined goals for the universities as part of the strategic plan through 2025. Goals for student success, educational attainment, research, and impact on local, state and global communities, provide a framework for the Board’s strategic fiduciary oversight and planning.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	1,646.8	1,646.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	2,580.4	2,523.0
Total Funding	0.0	4,227.2	4,169.8
FTE Positions	0.0	2.0	2.0

◆ **Goal 1** To maximize student financial assistance available to students and families

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of LEAP student awardees	0	0	3,059	3,000	3,000
Number of Arizona Family College Savings Program accounts	0	0	0	0	0

Explanation: In FY 22 The Arizona Family College Savings Program will be overseen by the Treasurer's Office

◆ **Goal 2** To provide accurate and timely information and support from knowledgeable professionals to help students and families plan for and succeed in postsecondary education

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Arizona College & Career Guides distributed	0	0	0	0	0

Explanation: Moved to an online format

Number of Arizona College & Career Guide (ACCG) on-line visits	0	0	0	500	0
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Explanation: Moved to an online format

Attendees at College Goal Sunday	0	0	5,071	10,000	12,000
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Explanation: Program has changed . College Goal Sunday is now College Goal FAFSA and has two workshop components.

College & Career Goal Arizona student and parent materials distributed	0	0	0	0	0
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Explanation: Program material no longer being offered

◆ **Goal 3** To provide a forum where all sectors of postsecondary education dialogue, partner and problem solve issues of mutual interest

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of statewide committees or task forces collaboratively seeking solutions to issues in postsecondary education	0	0	8	7	7
Numbers of research studies published to examine issues of postsecondary access and success	0	0	0	0	0

Explanation: No research studies.

Agency Summary

ARIZONA STATE UNIVERSITY

Dr. Michael Crow, President
 Phone: (480) 965-8972
 A.R.S. § 15-1601

Mission:

To demonstrate leadership in academic excellence and accessibility; establish national standing in academic quality and impact of colleges and schools in every field; establish ASU as a leading global center for interdisciplinary research, discovery and development by 2025; and enhance our local impact and social embeddedness.

ASU is a comprehensive public research university measured not by whom it excludes, but by whom it includes and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural, and overall health of the communities it serves.

ASU has become the foundational model for the New American University, a new paradigm for the public research university that transforms higher education. ASU is committed to excellence, access, and impact in everything it does.

Description:

Arizona State University (ASU) is “one university in many places” - four distinctive campuses throughout metropolitan Phoenix that create a federation of unique colleges and schools. They are all ASU, providing access to all the University’s strength and innovation, yet each offers attributes and focuses to meet the needs of any learner. ASU at the Tempe Campus, which includes the Downtown Phoenix campus, is a major public research university offering programs from the baccalaureate through the doctorate. ASU at the West Campus is a comprehensive campus that balances the traditions of liberal arts education with responsiveness to the dynamics of workforce requirements. ASU at the Polytechnic Campus is a nexus for studies in interdisciplinary sciences, engineering, management, technology, and education. Industry partnerships are key to the campus’ distinctive course offerings, which provide opportunities for project-based learning within advanced laboratory spaces.

Agency Summary: (\$ Thousands)

Program	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
➤ INSTRUCTION	1,237,127.7	1,151,351.8	1,177,539.8
➤ ORGANIZED RESEARCH	405,557.4	487,417.3	487,417.3
➤ PUBLIC SERVICE	98,356.6	-103,193.0	-103,193.0
➤ ACADEMIC SUPPORT	452,913.8	374,340.9	374,340.9
➤ STUDENT SERVICES	1,247,431.0	1,392,460.2	1,485,666.7
➤ INSTITUTIONAL SUPPORT	602,263.8	947,999.2	896,099.2
Agency Total:	4,043,650.3	4,250,376.4	4,317,870.9
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	377,649.6	465,044.7	411,044.7
Other Appropriated Funds	595,660.0	706,031.8	706,031.8
Other Non Appropriated Funds	3,070,340.7	3,079,299.9	3,200,794.4
Total Funding	4,043,650.3	4,250,376.4	4,317,870.9
FTE Positions	16,125.4	16,765.9	16,765.9

Issue 1 Increase participation in postsecondary education and ultimately increase baccalaureate degree production

Description To broaden access to a quality education for all segments of the population, ASU must be positioned to accommodate the expected growth in high school graduates, particularly underrepresented populations and a growing pool of older students requiring new job skills. 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, growing financial insecurity among families, and years of underfunding of public investments in higher education place the idea of access at risk. Tuition rates approved by the Board of Regents in recent years and future changes consistent with Board policy will help to meet some of the increasing need for financial aid and improve affordability for a greater number of students.

ASU is strongly committed to providing access to college for all qualified students, and to providing them with the services, resources, and tools necessary to help them succeed through to graduation. Furtherance of these goals requires bold and sustained planning to provide the educational resources and services to meet the needs of the projected increases in students. Continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the campuses and through ASU Online.

Solutions:

Strategy 1: Increase efforts to enroll more Arizona high school graduates.

Strategy 2: Increase enrollment of students from underrepresented populations and older students.

Strategy 3: Enhance services and resources for students that will lead to increased retention and graduation rates.

Strategy 4: Enhance partnerships with community colleges to facilitate increased enrollment of and improved outcomes for Arizona community college transfer students.

Strategy 5: Increase ASU Online program offerings to increase access for students seeking ASU degrees.

Strategy 6: Provide flexibility in course offerings and educational modalities, including increasing pathways into ASU.

Strategy 7: Increase affordability for all students.

Strategy 8: Pursue programs and partnerships that provide an opportunity for students to complete baccalaureate degrees in varied locations and/or at lower costs.

Issue 2 Improve the quality of undergraduate and graduate education

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

A continued emphasis on providing a quality educational experience requires examining and evolving how the university designs and delivers its instructional programs to maximize the impact of education. Improvements can be accomplished through new pedagogical techniques, such as adaptive learning, collaborative learning, experiential learning, and other learner-centered approaches; through the appropriate use of technology to enhance the learning environment; through undergraduate education that focuses on the student as an individual; by providing seamless access to the services and resources required for learning and creative and intellectual inquiry; and by providing an environment that fosters student scholarship. ASU continues to conceptualize and create a wide range of new interdisciplinary schools, institutes, centers, and programs that will foster the development of new knowledge. In addition, ASU is enhancing learning environments that facilitate learner-centered delivery with improved instructional technologies and flexible room design. Necessary public investments will provide the resources needed to improve the learning environments, to accommodate the increased student population, and to hire the faculty necessary to establish national standing for colleges and schools in every field.

Solutions:

Strategy 1: Increase the number of tenured and tenure-track faculty.

Strategy 2: Enhance the technologies and tools that provide students with information to assist with their academic planning and progress.

Strategy 3: Emphasize learning experiences that are outcomes-focused.

Strategy 4: Expand the use of innovative instructional methodologies and delivery methods that improve the learning outcomes and success of students.

Issue 3 Recruit and retain faculty and staff in highly competitive national and local markets during a period of limited resources

Description Quality faculty members are fundamental to a quality university education. Without the best faculty members, providing Arizona citizens the superior quality higher education they deserve and the output of research innovations they expect is impossible, and Arizona will not be able to achieve the necessary cultural and economic vitality required for the state to thrive. At ASU, hiring and retaining outstanding faculty members continues to be a concern. Like the other Arizona universities, ASU must compete in the demanding marketplace of top institutions. ASU has made some progress in improving faculty salaries since fall 2016, as demonstrated in the most recent ABOR Annual Personnel Report, enabling the University to recruit and retain highly recognized and respected academics in a variety of fields, but the average salary for faculty members continues to fall below most of its peer institutions. Staff salaries also continue to fall further behind comparable jobs in the relevant markets. Turnover among staff continues to be a significant problem, in part due to salaries that are not competitive with the local market.

Solutions:

Strategy 1: Close the gap on salaries as defined in the ABOR Annual Personnel Report through an ongoing commitment of performance salary adjustments. Public investment in faculty salaries is critical at this time to retain key faculty members as well as enabling ASU to continue attracting and successfully competing for the highest qualified new faculty members.

Strategy 2: As budgetary constraints allow, continue to implement an ongoing commitment of salary improvement to address the significantly negative market position of staff (non-academic) salaries by targeting budgetary funds at a level anticipating salary movement of 3 - 4% per year, with allocations tied directly to outcome-driven performance measures.

Strategy 3: Develop and maintain the laboratory facilities and the network and computational resources required by the research community. Maintaining competitiveness in research, faculty and student recruitment and retention requires well-equipped modern facilities as well as secure access to high capacity network connectivity; computational, data, and analytic resources required to support researchers; and the systems and application support staffing required by individual researchers, clusters, and research teams.

Strategy 4: Maintain the program to improve salary and benefits for graduate research and teaching assistants. Other universities with whom ASU competes for top-quality graduate students have better salary and benefits packages. Excellent graduate students are essential for improving the quality of both graduate programs and the broader research enterprise.

Issue 4 Expand research capabilities

Description ASU continues to vigorously pursue long-term initiatives in such areas as space exploration, health and biosciences, advanced materials, global security, renewable energy and sustainability, learning sciences, informatics and communications. ASU is one of the fastest growing research enterprises among U.S. universities [source: NSF HERD survey]. ASU is striving to establish itself as a global center for advancing interdisciplinary research and discovery of public value. Impactful research requires very significant resources and a university of this size should be able to sustain more than \$1B in research activity annually. In order to achieve this aggressive goal, ASU has developed seven strategies and defined four key focus areas that will support continued exceptional growth while also increasing the impact of the research and scholarly work of our faculty on the communities it serves.

Solutions:

Strategy 1: Differentiate ASU from the competition through the procurement of large projects (> \$10 million) that establish ASU's unique capabilities in several key target areas: health and biosciences, global futures and sustainability, light-inspired energy, personalized learning, global security, and space exploration. This is done through active efforts to engage sponsors, build faculty teams and leverage core competencies in order to seize new major research opportunities.

Strategy 2: Make ASU the focus of national and international scholarship in fields of strategic importance, by pursuing one or more University Affiliated Research Center (UARC)-like entities (a research laboratory) on the scale of \$20-\$100 million per year, in space exploration, energy, sustainability, advanced materials, national security, or biosciences in collaboration with corporate and clinical partners.

Strategy 3: Greatly enhance ASU's ability to facilitate faculty pursuit of scholarly activities and projects from across the university through the improvement of the Office for Research and Sponsored Project Administration (ORSPA) infrastructure, reduction of faculty burden, and providing assistance to the academic units for opportunity identification and development.

Strategy 4: Continue to expand philanthropic funding for ASU research programs by working closely with the ASU Foundation to support its activities and by aggressively promoting the impact of our research across areas of broad concern to the community.

Strategy 5: Expand our collaborative research activities with industry through direct engagement at all levels, from industry-defined student projects to truly integrated activities designed to guide aspects of fundamental research and advance research outcomes to a commercially feasible endpoint.

Strategy 6: Continue to pursue angel and venture investment in emerging companies. Activities will include developing a best-in-class intellectual property team and entrepreneurship strategy.

Strategy 7: Develop and implement plans to ensure that the advanced research facilities and infrastructure required to meet the research goals of the University are broadly available for our researchers and maintained at a high level of performance.

Key Focus Area #1: Incorporate new approaches, including continued focus on interdisciplinary research

In keeping with the spirit of the New American University vision, ASU will continue to expand our research capabilities through an interdisciplinary approach. Interdisciplinary research involves not only drawing upon the expertise across the University but also includes partners such as industry, national laboratories, academia and clinical entities. We are focusing our efforts in bringing together researchers from disparate disciplines to tackle complex questions central to the areas of strategic interest. In Fiscal Year 2003, 20% of active projects involved more than one unit; in Fiscal year 2018, this number increased to 35%. The Biodesign Institute and its research centers exemplify this approach. We are working on new industry-university consortium models that bring together industry and University researchers working collaboratively to address national challenges and result in significant educational and economic impact. We are increasingly focusing our research on global problems with local relevancy. We are also creating the ecosystems for promotion of innovation and entrepreneurship activities.

Key Focus Area #2: Increase participation in multi-institutional grants and consortiums

It is a strategic goal of ASU to be successful in securing several multi-institution, multi-disciplinary, multi-year, multi-million dollar (4M) research projects. A specific goal is to secure a national research laboratory or its equivalent by 2025. To achieve this objective, we will cultivate, identify, target and develop 4M research opportunities leveraging ASU strengths in strategic research areas. Competitive teams and consortia will be constructed by bringing in complementary strengths through partnerships with

national laboratories, academia, industry and government partners to successfully secure these grants.

Key Focus Area #3: Accelerate technology transfer initiatives

As ASU's research enterprise has expanded over the past several years, Skysong Innovation has undertaken a variety of activities in furtherance of its mission to facilitate advancement of University technology into the marketplace.

- Closely align Skysong Innovation functions and support with established and new research initiatives
- Continue focus and support of existing initiatives and programs
- Increase connectivity with investors and industry through conferences and other outreach activities
- Form a seed stage venture capital fund led by ASU to accelerate the number of faculty related spin-outs
- Increase technology exposure through cross marketing activities with other universities
- Increase faculty interaction and outreach, including the establishment of a Skysong Innovation office on campus to foster faculty relationships and commercialization activities

ASU's invention disclosures, issued US patents, and start-ups continue to increase each year as a result of these efforts.

Key Focus Area #4: Improve infrastructure to support research

Achieving our research expenditure goals will require additional research space. The University must develop plans to repurpose existing space and construct new facilities. To develop these plans, the University has undertaken an effort to survey unused and underused space, determine return on investment of allocated space and consistently revisit space allocation to respond to the dynamic research needs. Results will be shared with all stakeholders and plans to refurbish and repurpose will be developed to meet current and future needs. Funds for construction of new buildings will involve State, Federal and Philanthropic entities. The University will work with the State to clearly define research priorities and communicate current and future space requirements. Federal and Philanthropic funding opportunities will also be explored where appropriate to address the current and future space requirements.

The University's information technology infrastructure is continuously challenged to keep pace with the rapid increase in externally funded research. To meet the demands of research growth and to plan for future growth, new tools must be designed and implemented across the Research Enterprise in a way that leverages existing IT infrastructure and increases functionality for the entire Research community. Implementation of an end-to-end research administration system will allow for immediate process improvements and continued research expenditure growth. The improvement of the information technology infrastructure will be executed concurrently with the reorganization of research administration personnel and business processes.

Issue 5 Enhance our local impact and social embeddedness

Description Central to ASU's charter is a commitment to be fundamentally responsible for the economic, social, cultural and overall health of the communities we serve. To achieve this bold mission, ASU partners with the community in mutually beneficial ways – deeply rooted in our place as a vital anchor institution in the local community and beyond.

By leveraging ASU's vast range of intellectual and institutional resources and valuing the profound knowledge and expertise of our community partners, we can create powerful impact sufficient to drive change in the most complex of social challenges.

To achieve this, ASU empowers all faculty, staff, students and alumni to engage with the community. The six models of engagement -- community-based teaching and learning, civic engagement, community-engaged research, knowledge mobilization, capacity building, and place-based partnerships – highlight some of the ways that ASU is socially embedded and striving to fulfill our role as an anchor institution.

Solutions:

Strategy 1: Strengthen Arizona's interactive network of teaching, learning and discovery resources that reflects the scope of ASU's comprehensive knowledge enterprise.

Strategy 2: Co-develop solutions to the critical social, technical, cultural and environmental issues facing 21st century Arizona.

Strategy 3: Meet the needs of 21st century learners by empowering families in the education of their children, increasing student success through personalized learning pathways, through ASU Prep Digital high school programming, and promoting a college-going culture in Arizona's K-12 schools.

Strategy 4: Establish, with Mayo Clinic, innovative health solutions pathways capable of educating 200 million people about health care, engaging 20 million people in online health care delivery, and enhancing treatment for 2 million patients.

Issue 6 Contribute to increasing Arizona’s competitiveness by responding to the increasing demands for a workforce prepared to succeed in the New Economy

Description To develop and maintain a competitive edge, and to empower its citizens to secure the jobs of the future, Arizona must continue to foster inventive solutions to a global business environment, an evolving workforce with shifting expectations, and rapidly developing technologies. Arizona’s public universities are a vital partner that will accelerate the State’s capacity to be a competitor in the global economy. The Arizona Board of Regents, on behalf of the state’s three public universities, seeks incremental base public investment of \$250.0 million in Fiscal Year 2024 to forge ahead in addressing the needs of an increasingly knowledge-based economy, known as the New Economy Initiative (NEI).

Through the largest engineering schools in the nation, Arizona State University (ASU) is a critical leader in the new economy. Continued investment in enhanced research capabilities and high-tech infrastructure allows ASU to maintain Arizona’s vital role in taking innovations from the lab to the marketplace at an accelerated pace through industry partnerships. Collaborative industry and university research projects allow for rapid technology development, reducing traditional constraints in research, development, and market launch. Providing education, development, and investment for entrepreneurial start-ups promote an environment of swift advancement and innovation among a variety of industries leading to larger-scale market transformation. ASU is pursuing further expansion of degree and non-degree educational pathways to provide a broader pipeline of high-demand, high-quality talent to meet the varied needs of students, faculty, community, and industry throughout the State and national economy.

ASU’s share of the FY 2024 ongoing NEI investment will be used to continue to scale world class innovation and education within emerging technologies in the areas of health, quantum information systems, sustainability, and learning engineering. These sectors are positioned at the forefront of national and industry needs. ASU’s ability to drive technology development and respond to emerging demand is critical to grow, retain, and attract new students, residents, and industry leading to rapid economic growth. The State’s investment offers Arizona’s economy and workforce the opportunity to attain higher graduation rates, enhance workforce knowledge and skills, and reinforce the State’s role as an innovative, transformative driver in the emerging technologies of the future, ultimately driving long-term economic success.

While ASU anticipates increased public investment in Fiscal Year 2024, it continues long-standing efforts to diversify its revenue base and identify ways to reduce and contain costs. Fiscal Year 2020 NSF HERD research expenditures of \$673.4 million represent an increase of \$33.8 million over the prior year. As for cost containment, ASU units reduced expenses by a cumulative \$32.5 million in Fiscal Year 2022. Some examples of significant cost reduction actions include:

- ASU’s University Technology Office achieved \$4.7 million of cost savings and avoidance through competitive bidding, price negotiations, rightsizing and consolidation of software and hardware, and cloud cost optimization in Fiscal Year 2022.
- ASU’s Facilities Development & Management achieved \$8.0 million of cost savings and avoidance in Fiscal Year 2022, primarily through approving design guideline variance requests for capital projects and amending ASU’s vehicle purchasing policy.
- ASU executed a university-wide strategic resource reallocation initiative that generated \$4.5 million per year in savings that were reallocated for mission-critical investments.
- From Fiscal Year 2008 to Fiscal Year 2021, ASU refinanced a significant portion of its outstanding debt, resulting in a net present value savings (in Fiscal Year 2021 dollars) of \$123.2 million over the lives of the bonds.

Solutions:

Strategy 1: Restructure current funding mechanisms to create a sustainable enterprise financial model that relies on the state as one of many investors.

Strategy 2: Continue to look for ways to reduce costs while supporting student retention and graduation, faculty research productivity, and the economic development of the State of Arizona.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	103.0	107.0	111.0
General Fund	22,603.8	23,506.6	24,443.4
Other Appropriated Funds	42,400.0	44,900.0	47,600.0
Non-Appropriated Funds	125,139.3	128,893.5	132,760.3
Federal Funds	37,050.8	39,273.8	41,630.3

Program Summary

INSTRUCTION

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

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Description:

Instruction is comprised of activities carried out during the academic year, summer sessions, and other periods outside the regular term and associated with degree credit and non-credit academic courses. This program also includes faculty departmental research and public service activities that are not separately budgeted and academic administration where instruction plays an important role, such as at the dean and department chair levels.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	363,309.9	398,388.5	398,388.5
Other Appropriated Funds	278,880.2	345,434.5	345,434.5
Other Non Appropriated Funds	594,937.6	407,528.8	433,716.8
Total Funding	1,237,127.7	1,151,351.8	1,177,539.8
FTE Positions	7,651.8	7,239.4	7,239.4

◆ **Goal 1** To improve the quality of undergraduate education.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average years taken by freshman students to complete a baccalaureate degree program	4.3	4.3	4.2	4.2	4.2
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	89	89	90	90	91
Percent of graduating seniors who rate their overall university experience as good or excellent	90	90	90	90	90
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	90	90	87	87	87
Number of course enrollments in adaptive learning courses in each academic year	61,586	65,265	26,568	27,240	27,925

- ◆ **Goal 2** To enhance the number and diversity of the most highly qualified students entering Arizona State University and the Barrett Honors College.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Honors undergraduate headcount students	7,000	7,200	7,108	7,300	7,500
Barrett Honors College degree recipients (i.e., with honors)	1,350	1,390	1,398	1,439	1,475
Courses offered for honors credit	5,100	5,300	5,300	5,400	5,450

- ◆ **Goal 3** To provide support services and courses that assist students in achieving academic success and planning programs of study within their chosen degree curricula.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of visits to academic support service areas	129,849	131,147	144,063	145,503	146,958
Participation in First-Year Success coaching	4,497	4,542	4,381	4,425	4,469
Number of students enrolled in Major/Career Exploration and Academic Success courses	22,572	25,106	25,893	28,482	31,331
Fall-to-Fall retention rate for University College Exploratory first-year students	80.0	80.0	74.50	74.75	75.25
Number of degree program course audits run by students and staff	2,237,740	2,349,627	1,785,781	1,875,070	1,968,824
Number of eAdvisor tracking audits run by students and staff	4,723,978	4,960,176	4,724,371	4,960,589	5,208,618
Percent of graduating students who 'have done' or 'plan to do' a practicum, internship, co-op experience, or clinical assignment.	55	57	55	56	57
Number of students participating in LEAD each Fall semester	940	1,046	926	1,100	1,200

- ◆ **Goal 4** To provide enriched educational opportunities to students by expanding accessibility and delivery of courses.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Summer sessions headcount students	57,992	58,115	56,864	60,401	63,421
Internet course registrations during the fall semester (duplicated enrollments)	242,467	255,604	254,263	280,656	308,722
Internet course sections offered during the fall semester	5,652	6,319	6,352	7,004	7,704
Fall semester enrollment (headcount)	128,788	135,647	135,729	142,387	148,144
Fall semester enrollment (full-time equivalent)	116,997	122,316	121,763	127,626	131,321

- ◆ **Goal 5** To improve graduate education and promote growth by enhancing programs central to the University's mission and increasing the diversity of students.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Students enrolled in graduate degree programs	22,880	24,024	25,848	27,140	28,497
Minority graduate enrollment as percentage of total enrollment	30.8	30.3	30.1	28.9	30.0

◆ **Goal 6** To promote retention and graduation for undergraduate and graduate students.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of full-time first-year students persisting after one year	86.2	85.9	86.0	84.8	86.0
Percent of first-time, full-time, upper-division, degree-seeking undergraduate students graduating in four years	71.0	72.4	72.6	70.3	71.0
Number of Bachelors degrees granted	22,290	22,637	23,384	24,349	25,541
Masters degrees granted	8,883	9,346	9,747	10,711	11,509
Doctorate degrees granted	729	734	712	780	806
First professional degrees granted	283	283	274	311	315
Number of degrees granted	32,185	33,000	34,117	36,151	38,171
Percent of full-time first-year students graduating in six years	66.9	66.8	66.9	68.5	70.0
Bachelor's degrees granted to Arizona community college transfer students	4,750	5,050	4,998	5,154	5,243

Program Summary

ORGANIZED RESEARCH

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

Mission:
To foster pre-eminent scholarship and creative activity that serves the citizens of Arizona through the development, application, and transfer of new knowledge especially beneficial to Arizona.

Description:
 Organized Research includes research activities taking place within centers, divisions, bureaus, institutes and experiment stations formally approved by the Arizona Board of Regents. These activities are specifically created and organized to produce research, whether separately budgeted within the university or commissioned by an external agency, as with federal grants and contracts.

Funding:	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
General Fund	0.0	0.0	0.0
Other Appropriated Funds	13,274.0	13,087.8	13,087.8
Other Non Appropriated Funds	392,283.4	474,329.5	474,329.5
Total Funding	405,557.4	487,417.3	487,417.3
FTE Positions	2,165.4	2,430.7	2,430.7

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

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Dollar value of proposals submitted (in millions)	3,123.9	3,280.1	2,942.8	3,089.9	3,244.4
External dollars received for research and creative activity (in millions of dollars)	1,071.1	546.5	728.4	764.8	803.0
Dollar value of total research expenditures (in millions)	680.0	714.0	720.0	756.0	793.8
Dollar value of externally funded, non-research expenditures (in millions)	321.1	63.3	344.1	66.4	69.8

- ◆ **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 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Undergraduate students supported by sponsored funds	1,441	1,484	1,601	1,649	1,698
Graduate students supported by sponsored funds	2,103	2,166	2,162	2,227	2,294

Program Summary	
PUBLIC SERVICE	
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To serve the public by offering a public telecommunications system, by providing the finest available artists and productions in music, theater and dance, by establishing partnerships with local industry and educational institutions to foster community engagement, and by serving as a resource and focal point in providing information about various university services to the business community and economic development professionals.

Description:

Public Service includes those activities established primarily to provide services beneficial to individuals and groups external to the university to enhance corporate and community engagement. Public Service includes conferences, general advisory services, reference bureaus, public radio and television, consulting, continuing education and professional development programs, and similar services to particular sectors of the community.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	2,390.7	2,494.4	2,494.4
Other Non Appropriated Funds	95,965.9	-105,687.4	-105,687.4
Total Funding	98,356.6	-103,193.0	-103,193.0
FTE Positions	355.5	193.9	193.9

- ◆ **Goal 1** To provide quality educational and informative television programs and improve services provided to the community, especially in rural areas.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Unique visitors to Arizona PBS (azpbs.org) (monthly)	72,437	75,334	69,309	71,388	73,529
Teachers served through educational support programming	66,380	68,371	68,239	70,286	72,394
Students served through educational support programming	1,194,840	1,230,678	1,228,302	1,265,148	1,303,092

- ◆ **Goal 2** To continue to stage excellent cultural and other nonathletic special events for various diverse constituents.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Persons attending University sponsored cultural events (in thousands)	192	350	523	530	535
Special events coordinated	2,612	2,664	11,014	11,124	11,235

Program Summary

ACADEMIC SUPPORT

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

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Description:

Academic Support services include the retention, preservation, and display of educational materials through libraries, museums and galleries; audio visual and other activities that aid in the transmission of information; separately budgeted course and curriculum development; and academic computing support.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	587.4	677.7	677.7
Other Appropriated Funds	85,030.4	93,911.6	93,911.6
Other Non Appropriated Funds	367,296.0	279,751.6	279,751.6
Total Funding	452,913.8	374,340.9	374,340.9
FTE Positions	1,949.7	2,110.9	2,110.9

◆ **Goal 1** To manage the number of books and periodical subscriptions owned by the university libraries for increased accessibility.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Periodical titles	223,037	227,500	242,950	244,000	245,000
Virtual/remote reference transactions	8,672	8,750	8,086	8,250	8,400
Visits to Libraries website (sessions)	1,506,702	1,550,000	1,473,069	1,550,000	1,600,000
Library Service Platform use (sessions)	1,376,451	1,400,000	1,363,484	1,400,000	1,425,000

◆ **Goal 2** To increase impact and attendance by positioning the Museum as a center for research and discovery around new art forms and ideas for students and the public, utilizing strategies of presenting high quality exhibitions at ASU and international venues, international artist residencies, educational events for broad audiences including classes taught in the Museum, and transdisciplinary collaborative projects on and off campus.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Annual attendance at university art collections	2,672	15,000	13,161	18,000	22,000
Annual attendees of lectures and special events	879	2,400	882	2,000	2,500

◆ **Goal 3** To provide students and faculty with the technological resources and services needed to support accomplishment of their academic goals.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of mediated classrooms	603	624	631	636	641
Percentage of classrooms with mediation	100	100	100	100	100
Number of common computing site seats	1,064	1,064	960	940	940
Percentage of site equipment out dated (>4 years old)	93	96	94	60	0

◆ **Goal 4** To develop a cohesive integrated tiered reference/research support service.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Library volumes	5,592,092,	5,615,000	5,406,067	5,510,000	5,620,000
E-book and e-journal use	6,432,453	6,600,000	5,416,125	5,470,000	5,530,000
Items borrowed from libraries outside ASU	30,812	31,000	26,606	27,100	27,700

◆ **Goal 5** To provide Library Services as an integral and essential component in the academic success of students and faculty.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Library gate count	508,875	2,500,000	2,319,056	2,450,000	2,550,000

Program Summary

STUDENT SERVICES

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

Mission:

To foster the academic, social, emotional, and physical growth of learners by creating an inclusive holistic learning environment that offers services and opportunities for students to maximize their learning experience and become well-rounded productive citizens.

Description:

Student Services includes functions and other activities with the primary purpose of contributing to students' emotional and physical well-being and intellectual, cultural and social development outside the context of the formal instruction program. These other activities include cultural events, student newspapers, intramural athletics, student organizations, nonacademic counseling and career guidance, student health services, and the administration at the senior vice presidential level.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	49,191.6	50,813.8	50,813.8
Other Non Appropriated Funds	1,198,239.4	1,341,646.4	1,434,852.9
Total Funding	1,247,431.0	1,392,460.2	1,485,666.7
FTE Positions	1,773.0	1,910.5	1,910.5

◆ **Goal 1** To promote the emotional and physical well-being of students by providing quality health care services.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Students receiving health care on campus	45,271	49,798	53,046	55,698	58,483
Students receiving disability-related support or classroom accommodations	7,540	7,917	9,147	10,245	11,474

- ◆ **Goal 2** To enhance the quality of students' educational experience by providing programs and services which promote involvement in university activities and enhance opportunities for future employment.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Registered campus clubs and organizations	975	1,050	762	800	840
Student and alumni participation in advising services, workshops, career events, job fairs, mentoring, on-campus interviews, Handshake career management platform engagement and professional development events offered by Career Services.	554,120	570,744	516,979	532,488	548,462
Unique number of individual organizations recruiting on campus and virtually	8,628	8,714	15,050	15,200	15,352
Jobs and internships approved and posted in Handshake	51,787	52,305	100,825	101,833	102,851
Percent of graduating seniors who are satisfied with speakers, cultural offerings, and events on campus	89	89	89	90	91

- ◆ **Goal 3** To provide services that enhance the likelihood of students' academic success

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Students participating in orientation	14,250	14,500	15,200	15,650	16,000
Students living in first-year residential communities	6,992	9,900	9,867	11,400	12,000
Students receiving financial assistance in an academic year	129,453	135,926	134,597	139,981	145,580
Dollar volume for all financial assistance programs (dollars in thousands)	1,899,088	1,994,042	1,960,112	2,018,915	2,079,483

- ◆ **Goal 4** To provide opportunities for men and women by developing and sustaining programs which help student athletes achieve success, both academically and athletically.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average GPA of student athletes (4.00 highest)	3.28	3.28	3.27	3.28	3.29
Percent of student athletes graduating in six years based on NCAA Graduation Success Rate	89	90	92	91	92

Program Summary

INSTITUTIONAL SUPPORT

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

Mission:

To provide timely, efficient, and effective support for the university's mission of instruction, research, and public service goals through executive management, administrative information and services, adequate and well maintained facilities, and strong partnerships with alumni, community leaders, and State decision makers.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, space management, employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fundraising.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	13,752.3	65,978.5	11,978.5
Other Appropriated Funds	166,893.1	200,289.7	200,289.7
Other Non Appropriated Funds	421,618.4	681,731.0	683,831.0
Total Funding	602,263.8	947,999.2	896,099.2
FTE Positions	2,230.0	2,880.5	2,880.5

◆ **Goal 1** To provide efficient and comprehensive human resources programs and services to the university community in areas such as employment, training, employee relations, and other human resource activities.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of employees trained through targeted institutional programs	27,343	27,500	25,825	27,500	27,500
Administration as a percentage of total cost	2.03	2.04	2.05	1.66	1.74
Job applications processed	45,102	60,000	34,132	60,000	60,000
Positions filled	1,745	2,500	2,784	3,000	3,000
Percent of agency staff turnover (classified staff only)	8.8	8.0	16.2	8.0	8.0
Percent of agency staff turnover (university staff only)	15.8	15.0	23.7	16.0	16.0

◆ **Goal 2** To provide customer-focused, high quality facilities and services to enhance a safe and secure environment in support of the University's mission.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Maintenance work order staff-hours on buildings/tunnels/structures	1,281,346	1,432,659	1,154,442	1,166,236	1,178,081
Number of faculty, staff, and students participating in fire safety training classes	13,748	15,143	18,184	20,002	22,003
Annual Parking Permit Sales to students and staff	19,803	25,000	31,131	30,000	30,000
Community-based police assignments and contacts	2,650	3,047	483	604	755
Crime reports	1,773	2,124	2,026	2,067	2,108
Calls for Service	12,192	13,411	13,311	13,982	14,582

◆ **Goal 3** To maintain support for all telecommunications systems throughout the University.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Centrally supported Ethernet connections	187,000	200,000	220,000	245,000	260,000
Internet bandwidth available (in Gigabits) - Value in Gbps	300	300	300	300	300
Wireless hours (in millions)	59	170	200	270	290

Program Summary

CAPITAL INFRASTRUCTURE

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

Mission:

Description:

Agency Summary

NORTHERN ARIZONA UNIVERSITY

Dr. José Luis Cruz Rivera, President
 Phone: (928) 523-3232
 A.R.S. §§ 15-1601 et seq.

Mission:

To be the nation’s preeminent engine of opportunity, vehicle of economic mobility, and driver of social impact by delivering equitable postsecondary value in Arizona and beyond. NAU transforms lives and enriches communities through high-quality academics and impactful scholarship, creative endeavors, and public service.

Description:

Founded in 1899, Northern Arizona University (NAU) is a vibrant university committed to teaching as learning, research as innovation, and service as shared leadership. In 2021, Dr. José Luis Cruz Rivera became the 17th President of NAU, following the retirement of the previous President, Dr. Rita Cheng.

In June 2022, following a 9-month collaborative development process that engaged the university community and external stakeholders, the Arizona Board of Regents (ABOR) formally adopted Northern Arizona University’s new strategic plan: NAU 2025 – Elevating Excellence.

With an estimated enrollment in fall 2022 of approximately 28,000 students, NAU engages students on the Flagstaff campus and reaches students regionally with statewide campuses and opportunities for distance learning. From its inception, NAU has implemented innovative and accountable teaching practices, including the effective use of technology.

Accredited by the Higher Learning Commission, the University embraces diversity and promotes inclusion across the University community as a means to prepare graduates to contribute to the social, economic, and environmental needs of a culturally rich society. It inspires students to become active citizens, leaders, visionaries, and problem solvers with an understanding of global issues. Reaffirmation of the University’s accreditation occurred in 2017-2018 and extends through 2027-2028.

Reflecting the diversity of Arizona and the University’s commitment to access and attainment for all students, NAU was designated as meeting the criteria of a Hispanic Serving Institution (HSI) by the U. S. Department of Education in March 2021. The NAU Yuma campus has had HSI designation since 2007. Further, NAU ranks in the top one percent of all four-year public universities with the highest Native American enrollment and is highly ranked for awarding degrees to Indigenous students.

In addition to integrating sustainability themes across its curriculum, NAU’s 882-acre campus models sustainable operations through multi-modal transportation, environmentally responsible waste disposal, energy-efficient green construction, and sustainability in food procurement. In September 2020, the University maintained a gold rating from the Sustainability, Tracking, Assessment, and Rating System (STARS) of the Association for the Advancement of Sustainability in Higher Education valid through 2024, a rating initially achieved in 2014.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ INSTRUCTION	165,633.3	182,129.8	182,129.8
➤ ORGANIZED RESEARCH	55,458.9	56,881.1	56,881.1
➤ PUBLIC SERVICE	33,697.7	35,861.9	35,861.9
➤ ACADEMIC SUPPORT	33,553.6	33,720.7	33,720.7
➤ STUDENT SERVICES	201,417.1	200,986.3	200,986.3
➤ INSTITUTIONAL SUPPORT	106,166.0	207,130.0	207,130.0
➤ AUXILIARY PROGRAM	96,206.3	107,232.6	107,232.6
Agency Total:	692,132.9	823,942.4	823,942.4

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	112,267.4	164,151.5	164,151.5
Other Appropriated Funds	134,983.3	134,964.5	134,964.5
Other Non Appropriated Funds	444,882.2	524,826.4	524,826.4
Total Funding	692,132.9	823,942.4	823,942.4
FTE Positions	3,789.9	4,241.3	4,241.3

Issue 1 Education Excellence

Description The core of the university mission is to provide outstanding education through high-engagement, high-impact instruction that provides the foundation for transformational student opportunities. Northern Arizona University serves a wide range of students reflecting the population of Arizona. With a high research activity residential campus, statewide campuses and online programs, NAU offers a variety of delivery models and tuition levels to meet student needs.

Solutions:

- Improve retention and persistence to graduation through impactful practices and data informed analysis in alignment with ABOR Enterprise Metrics
- Serve and graduate an increasing number of Arizona students, including Arizona Teachers Academy graduates
- Leverage technology to promote student success, degree quality and cost containment
- Offer and cultivate student use of effective academic resources, student services and co-curricular activities
- Invest in distinctive, high demand programs in healthcare fields, STEM and education

Issue 2 Access

Description To help drive towards Arizona's educational attainment goals, NAU also serves adult students across the state by providing access to high quality degrees and credentials through NAU's partnerships with community colleges, including NAU Yuma, as well as online programs.

Solutions:

- Expand transfer student pipeline through renewed relationships with community colleges, tribal colleges and universities, and streamlined university processes that support attainment of ABOR Enterprise Metrics
- Enhance access and service for historically underserved populations and adult learners
- Maintain Hispanic Serving Institution designations
- Build out Personalized Learning, competency-based education, with additional degree programs
- Maintain distributed learning options for baccalaureate degrees
- Leverage and optimize need and academic performance-based financial aid
- Provide services that resonate with students' background and experiences
- Increase number of certificate and credential offerings

Issue 3 Research Capabilities

Description The university's research, funded mostly through federal and state grants and contracts, is nationally recognized in targeted areas of excellence. Both research and public service activities have deep regional roots and global impact ranging in areas from astronomy and health sciences to land management and environmental sciences. The university will build on these areas while developing additional strategic strengths in materials, bioengineering, informatics and cybersystems. The impact of NAU research and the development of these research capabilities on the education of students is a critically important outcome for our investments and efforts.

Solutions:

- Enhance opportunities for undergraduate research
- Increase research and scholarly activity in alignment with ABOR Enterprise Metrics
- Cultivate interdisciplinary collaboration among principal investigators
- Foster biomedical research partnerships aligned to our areas of key research strength
- Support research centers and institutes focusing on regionally-relevant public service
- Provide sufficient research infrastructure

Issue 4 Financial Stability

Description With a relatively young Foundation and lower overall endowment levels, the university is primarily dependent on tuition revenue and state funding to serve Arizona’s higher education and workforce needs. With lower state funding to support each student, the university must carefully manage its resources to support the pursuit of the ABOR Enterprise Metric targets.

Solutions:

- Promote a stable state investment funding strategy that will advance Arizona competitiveness in the new economy
- Balance tuition rates, financial aid and enrollment strategies in conjunction with the state investment model
- Develop and maintain an agile and efficient organizational structure with focus on continuous improvement
- Address priorities for capital projects and aging infrastructure through Arizona university infrastructure bonding initiative and annual allocations for deferred maintenance, while leveraging third party partnerships
- Optimize revenue streams through grants and contracts, philanthropy, and auxiliary services revenue
- Recruit, develop and retain a diverse, high quality, and motivated workforce
- Increase the percentage of engaged alumni

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	90.0	100.0	110.0
General Fund	10,000.0	12,000.0	14,000.0
Other Appropriated Funds	2,500.0	3,000.0	3,500.0
Non-Appropriated Funds	3,000.0	4,000.0	5,000.0
Federal Funds	3,000.0	3,500.0	4,000.0

Program Summary

INSTRUCTION

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
Phone: (928) 523-1829
A.R.S. § 15-1601

Mission:

To foster students' knowledge and competencies necessary for professional success, informed civic engagement, global citizenship, lifelong learning, and the promotion of a more just and sustainable future through NAU's high-quality academic programs and the teaching excellence of our faculty.

Description:

Northern Arizona University, a public, high research activity university, serves over 21,000 (fall 2022, preliminary) students at its main campus in Flagstaff and nearly 7,000 students at more than 20 sites across the state and online.

With its solid reputation as a university with all of the features of a large institution, but with a personalized touch, NAU balances teaching, scholarship and service with a faculty and staff dedicated to each student's success.

NAU combines outstanding undergraduate education with a wide range of graduate programs and research opportunities that extend to such national concerns as forest health and bioterrorism. NAU integrates on-campus education with educational opportunities online and at campuses and sites throughout Arizona, forming seamless avenues for students to earn degrees.

This Program Contains the following Subprograms:

- ▶ Flagstaff and Statewide Instruction
- ▶ Yuma Instruction

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	89,020.9	97,507.6	97,507.6
Other Appropriated Funds	35,290.0	33,191.5	33,191.5
Other Non Appropriated Funds	41,322.4	51,430.7	51,430.7
Total Funding	165,633.3	182,129.8	182,129.8
FTE Positions	1,511.3	1,651.9	1,651.9

Subprogram Summary

FLAGSTAFF AND STATEWIDE INSTRUCTION

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
Phone: (928) 523-1829
A.R.S. § 15-1601

Mission:

To foster students' knowledge and competencies necessary for professional success, informed civic engagement, global citizenship, lifelong learning, and the promotion of a more just and sustainable future through NAU's high-quality academic programs and the teaching excellence of our faculty.

Description:

Improving student learning environments and college experience, focusing on student success, involving students in research opportunities, and promoting excellent pedagogy are key initiatives supporting the university's strategic goal of academic excellence.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	84,098.8	92,720.0	92,720.0
Other Appropriated Funds	35,290.0	33,191.5	33,191.5
Other Non Appropriated Funds	41,322.4	51,430.7	51,430.7
Total Funding	160,711.2	177,342.2	177,342.2
FTE Positions	1,485.3	1,627.1	1,627.1

◆ **Goal 1** To provide access to educational opportunities for undergraduate and graduate students.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of students enrolling in study abroad programs	.34	1	2	2	2
Increase the number of historically underrepresented ethnic minority students	12,368	11,997	11,658	11,425	11,196
Increase the number of international students	789	765	767	752	737
Increase the number of Native American students	1,853	1,779	1,743	1,708	1,674
Bachelor degrees granted to statewide students, (includes community campuses and online only).	1,694	1,677	1,530	1,515	1,500
Explanation: as of 8/26/2022					
Total degrees and certificates granted (includes all campuses).	8,140	8,221	7,740	7,663	7,586
Explanation: as of 8/26/2022					
Percentage of full-time, undergraduate students enrolled per semester in three or more primary courses with ranked faculty	84	85	85	85	85
Number of Bachelor degrees granted	5,959	5,899	5,621	5,565	5,509
Explanation: as of 8/26/2022					
Percent of graduating seniors who rate their overall university experience as good or excellent	91	91	94	94	94
Average number of years taken to graduate for students who began as first-time, full-time freshmen.	4.3	4.3	4.3	4.3	4.3
Graduate degrees awarded at the master's level	1,280	1,293	1,278	1,291	1,304
Explanation: as of 8/26/2022					
Graduate degrees awarded at the doctoral level	110	111	128	129	131
Explanation: Excludes DPT; as of 8/26/2022					
Doctorate degrees awarded in the DPT category.	95	102	98	99	100
Explanation: as of 8/26/2022					
Graduate degrees granted (Statewide and Online only)	970	980	962	972	981
Explanation: as of 8/26/2022					
Doctorate degrees awarded in professional practice fields	142	143	145	146	148
Explanation: as of 8/26/2022					
Freshman retention rate (percentage) (all campuses)	76.3	74.8	76.3	75.0	75.4
Explanation: ABOR Enterprise Metric					

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Six-year graduation rate (percentage) (all campuses)	57	58	59	58	60
Explanation: ABOR Enterprise Metric					
Research doctoral degrees awarded	63	64	81	82	83
Explanation: as of 8/26/2022					
Number of degrees awarded in high demand fields (all campuses)	4,151	4,025	3,781	3,743	3,590
Explanation: ABOR Enterprise Metric; as of 8/26/22					
Arizona community college transfers with bachelor's degree (all campuses)	1,800	1,900	1,700	1,700	1,700
Explanation: ABOR Enterprise Metric					

Subprogram Summary

YUMA INSTRUCTION

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
 Phone: (928) 523-1829
 A.R.S. § 15-1601

Mission:

To serve the higher educational learning needs of Yuma and the lower Colorado River Region.

Description:

NAU-Yuma offers a variety of degrees and programs that provide access to higher education learning experiences for Yuma, Arizona students. Areas of study include applied science, biological and natural resource sciences, business administration, clinical speech - language pathology, education, health sciences, interdisciplinary studies, justice studies, nursing, psychological sciences, social work, sociology, and spanish. Select NAU-Yuma degrees and programs are also available online and at NAU statewide sites.

NAU-Yuma was designated as a regional branch campus of Northern Arizona University in 2006 and as a Hispanic Serving Institution (HSI) by the U. S. Department of Education in 2007. The campus provides NAU faculty with opportunities for research areas such as trans-border studies, economic development, public safety and health, multicultural education, and environmental sustainability as well as opportunities to work with faculty and staff in educational institutions across the border in Mexico. It is a critical component of efforts to meet the goal of increasing the number of Arizona residents with a bachelor's degree, which includes serving the Hispanic population in the border region and the state of Arizona.

Co-located on a beautiful campus with Arizona Western College (AWC), NAU-Yuma is a student-oriented educational community, offering schedules designed for traditional and working students, smaller classes, and individualized academic advising. NAU-Yuma's Student Success Center provides tutoring, mentoring, testing, and writing support services to students. It also provides library access and information services through the Cline Library and its partnership with AWC's library.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,922.1	4,787.6	4,787.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	4,922.1	4,787.6	4,787.6
FTE Positions	26.0	24.8	24.8

◆ **Goal 1** To provide access to higher education learning experiences for Yuma Arizona students.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Arizona residents enrolled in undergraduate programs	393	362	334	314	295
Bachelor degrees/certificates granted to Yuma students	170	168	159	157	156
Explanation: as of 8/26/2022					
Undergraduate degree programs offered, per ABOR Academic Program Inventory	13	13	13	13	13
Graduate degree programs offered, per ABOR Academic Program Inventory	5	3	3	3	3
Percent of students graduating (6-year for first time, freshmen)	71	75	75	69	75
Explanation: Cohorts are very small, so graduation rates can fluctuate substantially. 4 total students in FY22 cohort.					
Percent of students graduating (5 year rate for lower-division, full-time transfer students)	70	76	76	86	91
Explanation: as of 8/26/2022					
Percent of students graduating (4 year rate for upper division, full-time transfer students)	85	90	91	86	83
Explanation: as of 8/26/2022					
Graduate degrees granted at NAU-Yuma	24	25	18	18	18
Explanation: as of 8/26/2022					

◆ **Goal 2** To provide a rich learning environment with exposure to diverse populations and cultures for all Yuma students.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent Hispanic graduate students enrolled at the Yuma campus	75	76	77	56	35
Hispanic student degrees/certificates awarded at Yuma	153	155	145	144	142
Explanation: as of 8/26/2022					
Percent of Hispanic undergraduate students at the Yuma campus	78	77	77	71	65

Program Summary

ORGANIZED RESEARCH

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
 Phone: (928) 523-1829
 A.R.S. § 15-1601

Mission:

To foster research, scholarship, and creative activity opportunities for students and faculty, and to support the university's contributions to the knowledge economy with a focus on distinctive, regionally-connected agendas that capitalize on the University's unique location, strengths, and areas of opportunity and that lead to improvements to the quality of life in Arizona.

Description:

Faculty, students, and staff at Northern Arizona University are actively engaged in their disciplines and in scholarly work, and NAU is known and recognized as a major research university producing basic and applied knowledge addressing complex challenges facing Arizona, the nation and the world. NAU graduates understand the nature of research, investigation, and original work and are prepared to contribute such work to their communities and employers.

This Program Contains the following Subprograms:

- ▶ Flagstaff and Statewide Organized Research
- ▶ Yuma Organized Research

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	530.3	500.0	500.0
Other Appropriated Funds	6,201.9	4,114.0	4,114.0
Other Non Appropriated Funds	48,726.7	52,267.1	52,267.1
Total Funding	55,458.9	56,881.1	56,881.1
FTE Positions	436.1	425.9	425.9

Subprogram Summary

FLAGSTAFF AND STATEWIDE ORGANIZED RESEARCH

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
 Phone: (928) 523-1829
 A.R.S. § 15-1601

Mission:

To advance knowledge and economic development through integrated, intentional research and scholarship on the Flagstaff campus and throughout Arizona communities.

Description:

Northern Arizona University's research and creative activities result in new knowledge and innovation that:

- strengthens the outstanding education provided by the university;
- fosters the continued learning of faculty, staff, and students; and
- benefits the environmental, economic, and cultural vitality of our region and society.

Research, professional preparation, and graduate education at NAU are tightly linked. NAU offers over 130 master's, doctoral, and certificate programs, which provide students outstanding opportunities to be mentored by top scholars in the disciplines and develop skills necessary for forward thinking careers. NAU offers strong master's degree programming with a clear professional and applied focus. Many of these opportunities are available online or at statewide locations, for maximum flexibility and convenience. Outstanding doctoral programs drive research in NAU's foundational strengths: health sciences and nursing, education, environmental sciences, astronomy and planetary sciences, informatics, and applied linguistics. Development of new graduate programs provides future-focused training in areas of critical need in Arizona, and throughout the world.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	530.3	500.0	500.0
Other Appropriated Funds	6,201.9	4,114.0	4,114.0
Other Non Appropriated Funds	48,726.7	52,267.1	52,267.1
Total Funding	55,458.9	56,881.1	56,881.1
FTE Positions	436.1	425.9	425.9

◆ **Goal 1** To offer graduate programs contributing to research and innovation in Arizona

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Graduate students enrolled in Flagstaff Master's level programs	1,204	1,288	1,304	1,382	1,465
Graduate students enrolled in Flagstaff Doctoral level programs	553	592	590	625	663
Graduate degrees granted to Flagstaff students (masters and doctorates)	515	520	542	547	553

Explanation: as of 8/26/2022

Value of total research expenditures	67 Million	68 Million	68 Million	69 Million	71 Million
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Explanation: ABOR Enterprise Metric

Number of invention disclosures	51	50	48	50	50
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Explanation: ABOR Enterprise Metric

◆ **Goal 2** To offer graduate programs which meet needs for graduate level instruction, such as teacher education or advanced professional training.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Graduate students enrolled in statewide Master's level programs (includes community campuses and online only)	2,923	2,865	2,924	2,807	2,695
Graduate students enrolled in statewide Doctoral level programs (includes community campuses and online only)	553	542	560	582	606

Subprogram Summary

YUMA ORGANIZED RESEARCH

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President

Phone: (928) 523-1829

A.R.S. § 15-1601

Mission:

To advance knowledge through integrated, intentional research and scholarship at NAU-Yuma.

Description:

NAU-Yuma, a branch campus, is committed to developing resources related to its mission to provide baccalaureate and graduate programming for Yuma students and to growing knowledge that contributes to the growth and development of Yuma students and the southwestern Arizona economy and quality of life.

- ◆ **Goal 1** To offer graduate programs which meet needs for graduate level instruction, and expand integrated, intentional research and scholarship.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Yuma Graduate students enrolled in Master's level programs.	68	62	43	34	27

Program Summary	
PUBLIC SERVICE	
K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President	
Phone: (928) 523-1829	
A.R.S. § 15-1601	

Mission:
To elevate the environmental, economic, social, and cultural vitality of our communities through collaborative stewardship of place.

Description:
 Northern Arizona University engages in a significant level of applied research and public service focused on the peoples and areas served in Arizona. Examples of public service programs include the Arizona K-12 Center, KNAU-FM radio, the Institute for Human Development, the Center for Service and Volunteerism, the Institute for Tribal Environmental Professionals, the Art Museum, and other programs benefiting Arizona.

This Program Contains the following Subprograms:

- ▶ Flagstaff and Statewide Public Service
- ▶ Yuma Public Service

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,427.1	3,150.6	3,150.6
Other Appropriated Funds	2,652.5	2,609.4	2,609.4
Other Non Appropriated Funds	27,618.1	30,101.9	30,101.9
Total Funding	33,697.7	35,861.9	35,861.9
FTE Positions	170.1	280.0	280.0

Subprogram Summary

FLAGSTAFF AND STATEWIDE PUBLIC SERVICE

Dr. K. Laurie Dickson, Sr. Associate to the President & Sr. Vice Provost
 Phone: (928) 523-1829
 A.R.S. § 15-1601

Mission:

To support innovation, volunteerism, and engagement in our communities and to use the university's abundant artistic and civic service resources to enhance our engagement with the community and the world.

Description:

Northern Arizona University promotes scholarship that increases engagement with local communities and addresses key global challenges and partners with individuals, institutions, and communities to advance sustainable practices. Northern Arizona University also serves as the cultural center for northern Arizona by providing public access to theatrical, musical, and artistic events through its public radio station KNAU with two distinct program streams broadcasting to all of northern Arizona via 13 transmitters.

The Center for Service and Volunteerism (CSV) at Northern Arizona University aspires to be a leader in the field of service and volunteerism by supporting a vibrant and diverse network of individuals and partner agencies who are making an exceptional impact throughout Arizona supporting direct service, capacity building, professional development, and innovation. In addition to supporting broad community engagement, CSV operates seven National Service Programs through AmeriCorps (Arizona Ready for College and Career, Environmental Literacy Corps, Public Health, and VISTA programs) and AmeriCorps Seniors (Foster Grandparent, RSVP, and Senior Companion programs).

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,427.1	3,150.6	3,150.6
Other Appropriated Funds	2,652.5	2,609.4	2,609.4
Other Non Appropriated Funds	27,618.1	30,101.9	30,101.9
Total Funding	33,697.7	35,861.9	35,861.9
FTE Positions	170.1	280.0	280.0

◆ **Goal 1** To increase the cultural vitality of Arizona and the Southwest region.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Theater, Art Shows and various season performances	55	75	57	75	75
Music concerts and film series scheduled	65	161	153	160	160
Value of expenditures related to service and engagement activities (in thousands)	29,000	31,000	33,000	33,500	34,000

Explanation: ABOR Enterprise Metric

◆ **Goal 2** To enhance the quality of life in Arizona and the Southwest region.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of volunteer hours contributed by CSV volunteers	284,922	304,397	114,836	321,226	325,000
Number of partner agencies collaborating with CSV	289	307	374	321	325
Number of volunteers engaged in CSV programs	1,471	1,748	1719	1,874	2,000
Number of individuals benefiting from CSV programs	40,237	44,427	13,265	47,489	50,000

Subprogram Summary

YUMA PUBLIC SERVICE

Dr. K. Laurie Dickson, Sr. Associate to the President & Sr. Vice Provost
Phone: (928) 523-1829
A.R.S. § 15-1601

Mission:

To develop structures and practices that promote ties between NAU-Yuma and local business, industry, and cultural connections.

Description:

NAU-Yuma is highly engaged in the community. The campus offers undergraduate research opportunities that address issues relative to the region, as well as internships and service learning opportunities with local companies and agencies. NAU-Yuma works in collaboration with other institutions of higher education and the community to ensure that workforce and civic educational needs of the community are met.

◆ **Goal 1** To increase the workforce development with local business and NAU-Yuma.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Arizona Town Hall Meetings held in Yuma	2	2	7	2	2
Number of Arizona Western College transfer students who attend NAU	203	197	166	159	153

Program Summary

ACADEMIC SUPPORT

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
Phone: (928) 523-1829
A.R.S. § 15-1601

Mission:

To support quality student learning and to foster excellence in educational practices that promote persistence to graduation.

Description:

The primary goals of academic support services are to ensure a commitment to student success and high expectations for student learning by all faculty, staff, and students. Academic support services support instruction through functions such as faculty learning opportunities and professional support for effective instructional design, technology enhanced learning, and pedagogy.

The Teaching and Learning Center (TLC) provides the resources and support that help faculty be successful, which ultimately promotes the learning and success of students. Faculty professional development learning experiences include one-on-one consultations, workshops, discussion groups, mentoring, and learning communities and communities of practice.

The TLC staff also assist faculty in the effective use of technologies to enhance teaching and learning. The focus is good design and effective delivery of fully online courses. Small group training, one-on-one consultation, and asynchronous trainings are provided to help faculty learn to build appealing online courses, develop engaging online teaching methods, and to find or create appropriate media and course materials to encourage student engagement and success.

This Program Contains the following Subprograms:

- ▶ Flagstaff and Statewide Academic Support
- ▶ Yuma Academic Support

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	389.7	429.8	429.8
Other Appropriated Funds	29,882.6	31,129.8	31,129.8
Other Non Appropriated Funds	3,281.3	2,161.1	2,161.1
Total Funding	33,553.6	33,720.7	33,720.7
FTE Positions	351.3	395.4	395.4

Subprogram Summary

FLAGSTAFF AND STATEWIDE ACADEMIC SUPPORT

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
Phone: (928) 523-1829
A.R.S. § 15-1601

Mission:

To offer exemplary academic support services to the Flagstaff campus and statewide communities.

Description:

Northern Arizona University is committed to providing support for Flagstaff students and students throughout the state to ensure success.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	29,882.6	31,129.8	31,129.8
Other Non Appropriated Funds	3,281.3	2,161.1	2,161.1
Total Funding	33,163.9	33,290.9	33,290.9
FTE Positions	347.3	391.1	391.1

◆ **Goal 1** To provide a physical and online environment that supports student and faculty learning, teaching and research.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Number of users in the library	170,302	400,000	335,788	350,000	365,000
Number of electronic journal titles available	78,046	80,000	99,750	105,000	110,000
Number of items provided for NAU students, faculty and staff via Document Delivery Services	8,764	15,000	12,011	13,000	14,000
Electronic books supplied by Cline Library	287,482	305,000	358,674	370,000	380,000
Cline Library hours open per week	150	150	150	150	150
Number of virtual reference services interactions	2,966	2,400	2,281	2,300	2,400

Subprogram Summary					
YUMA ACADEMIC SUPPORT					
K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President					
Phone: (928) 523-1829					
A.R.S. § 15-1601					

Mission:
To provide leadership in the development, use, and assessment of technologies in administrative systems and educational programs.

Description:
 NAU – Yuma maintains partnerships with Arizona Western College (Yuma and La Paz Counties, Arizona) and Imperial Valley College (Imperial County, California) to provide students with innovative and well-defined pathways to complete four-year and graduate programs.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	389.7	429.8	429.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	389.7	429.8	429.8
FTE Positions	4.0	4.3	4.3

◆ **Goal 1** To improve statewide access to network services, general computing resources, and instructional technology for NAU YUMA faculty and students.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Academic Complex Computer Lab Workstations	36	88	36	88	88
NAU-YUMA and AWC academic libraries	2	2	2	2	2
Amount raised from the Yuma Chapter of the NAU Alumni Association for Scholarships	260	260	320	320	320

Program Summary

STUDENT SERVICES

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
Phone: (928) 523-1829
A.R.S. § 15-1601

Mission:

To create a culture of inclusion that contributes to a rich learning experience and helps prepare students for an engaged social responsiveness in a global environment.

Description:

A variety of innovative programs are attractive to students and help them persist to receiving their degrees at NAU. Student services are primarily provided by the divisions of Enrollment Management, Student Affairs, and Academic Affairs, which include the following programs and activities: Academic Success Centers, Career Development, Campus Living, Campus Health Services, Enrollment and Student Services, University Admissions, Scholarships and Financial Aid, and University Advising.

The following student service programs are aimed at improving student success: Academic Success Centers; First Generation Programs such as First Scholars; Leadership and Engagement; Peer Mentoring; Office of Indigenous Student Success; Inclusion: Multicultural and LGBTQIA Student Services; Veteran and Military Services; Transfer and Online Connections; and Enrollment and Student Services, among others.

This Program Contains the following Subprograms:

- ▶ Flagstaff and Statewide Student Services
- ▶ Yuma Student Services

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	7,956.1	1,571.6	1,571.6
Other Appropriated Funds	20,801.8	20,505.4	20,505.4
Other Non Appropriated Funds	172,659.2	178,909.3	178,909.3
Total Funding	201,417.1	200,986.3	200,986.3
FTE Positions	376.6	415.5	415.5

Subprogram Summary

FLAGSTAFF AND STATEWIDE STUDENT SERVICES

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
Phone: (928) 523-1829
A.R.S. § 15-1601

Mission:

To recruit and retain students and provide services leading to student success and higher persistence to degree.

Description:

A variety of innovative programs have been designed to attract students and help them persist to degree at NAU.

Enrollment Management (EM) attracts new students through the operations of University Admissions & Orientation (UAO), Admissions Processing, Student Financial Aid, Enrollment & Student Services, EM Communications, Analytics & Assessment, and Enrollment Services Business Analyst Team. For prospective students, UAO hosts daily campus visits as well as represents NAU at hundreds of in-person and virtual high school events, college fairs, graduate fairs, and open houses throughout the year. UAO staff also conduct thousands of one-on-one appointments and host orientation sessions for new students. Enrollment and Student Services supports students online, at statewide sites, and on the Flagstaff campus by providing a one-stop shop for admissions, registrar, student accounts, and financial aid questions and processes. Additionally, Enrollment and Student Services staff located at statewide sites are uniquely positioned to serve 2NAU and other transfer students as they transition to the university and assist statewide campus students navigate through to graduation. Other EM units support student recruitment efforts through data analysis, processing, communication, and technical functional support.

Unions and Student Activities strive to offer the finest services, conveniences, and amenities for the students of NAU, while providing cultural, social, leisure and recreational opportunities as part of a well-considered plan for the campus community. In addition, several units provide valuable experiential learning opportunities and leadership development opportunities through student employment.

Career Development and Student Employment provide programs and services that support career exploration and planning through one-on-one guidance, workshops and programming, internships, and other employment opportunities, and employer engagement/networking events. Students served include those on the main Flagstaff campus and at statewide sites as well as online learners.

Students studying at statewide campus sites or online have access to a broad array of student services, such as online orientation, access to Cline Library, tutoring and study skills, tools for exploring degree programs, tracking degree progress, and planning a career in addition to one-on-one support from professional staff on site or remotely to meet a variety of other student needs.

Undergraduate students at all campuses (Flagstaff, Statewide, and Online) are assigned a professional academic advisor. Academic advisors guide and support students as they progress through their academic careers by assisting with degree selection, course selection and sequencing, resource and tool referral, enrollment, policy interpretation, and overall coaching.

Between the two Academic Success Centers-north and south, the ASC supplies various forms of tutoring: One on One, Drop-In tutoring and Subject-Based tutoring in numerous academic areas. The ASC also offers Supplemental Instruction in various areas and Academic Success Workshops on learning strategies/study skills. In addition, the ASC offers Peer Academic Coaching, test taking strategies, and other academic resources for students.

The NASPA-Student Affairs Administrators in Higher Education organization, a leading organization in student affairs, awarded NAU the Virtual Innovation Award: Excellence in Delivering Virtual Student Services in early 2021. The award recognizes institutions that deliver exemplary virtual support to students and, in particular, recognized the university's expansion of its existing virtual student services throughout the COVID pandemic to leverage all possible resources to a virtual format.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	1,326.0	1,326.0
Other Appropriated Funds	20,801.8	20,505.4	20,505.4
Other Non Appropriated Funds	172,659.2	178,909.3	178,909.3
Total Funding	193,461.0	200,740.7	200,740.7
FTE Positions	312.9	391.3	391.3

◆ **Goal 1** To assist Flagstaff students in cultural, physical, and social development/wellness by providing services, activities, and events.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Students use/participation: Counseling Services visits	8,131	11,515	8,246	9,000	9,000
Inclusion and Multicultural Services (IMS) and Office of Indigenous Student Success (OISS) participants	1,297	1,946	1,883	2,090	2,320
Total unique count of student participation in Student Affairs mentoring programs (including but not limited to SSS, ID Scholars, Peer Jacks, OISS Scholars)	28,890	31,779	27,627	27,903	28,182
Number of Student Life registered organizations	380	399	409	417	425
Percent of new first time, full time freshmen utilizing one of the Academic Success Centers (tutoring, SI, academic mentoring) one or more times	59	60	49	55	55
Total number of students utilizing Academic Success Centers (tutoring)	6,656	7,321	6,330	6,393	6,713

◆ **Goal 2** To support Flagstaff student learning by providing financial support services to qualified students within the specific limitations of the financial aid system.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Students receiving financial aid by categories: Scholarships	15,466	16,045	14,965	15,600	16,000
Students receiving financial aid by categories: Waivers	731	750	656	650	650
Students receiving financial aid by categories: Grants	8,121	8,125	7,584	7,500	8,000
Students receiving financial aid by categories: Employment	2,809	3,589	3,122	3,500	3,750
Students receiving financial aid by categories: Loans	7,493	8,000	7,025	7,000	7,000

◆ **Goal 3** To support Statewide student learning by providing financial support services to qualified students within the specific limitations of the financial aid system.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Students receiving financial aid by categories: Scholarships	1,182	1,165	1,093	1,150	1,150
Students receiving financial aid by categories: Waivers	155	155	122	125	125
Students receiving financial aid by categories: Grants	2,613	2,400	2,292	2,200	2,500
Students receiving financial aid by categories: Employment	61	75	57	60	60
Students receiving financial aid by categories: Loans	2,368	2,400	2,003	2,000	2,000

Subprogram Summary

YUMA STUDENT SERVICES

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
 Phone: (928) 523-1829
 A.R.S. § 15-1601

Mission:

To recruit and retain students and provide services leading to student success and higher persistence to degree.

Description:

NAU-Yuma is highly student-centered and works with students to help them achieve educational and career goals. Student services staff are committed to making the learning experience accessible and successful. NAU Yuma has four student clubs/organizations: Psychology Club, NAU Yuma Branch Science Club, Social Work Student Association, and the Student Nurses' Association of NAU Yuma.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	7,956.1	245.6	245.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	7,956.1	245.6	245.6
FTE Positions	63.7	24.2	24.2

◆ **Goal 1** To support NAU-Yuma student learning by providing financial support services to qualified students.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Students receiving financial aid by categories: Scholarships	291	290	230	230	250
Students receiving financial aid by categories: Waivers	7	7	3	5	5
Students receiving financial aid by categories: Grants	327	300	265	275	300
Students receiving financial aid by categories: Employment	17	20	23	20	20
Students receiving financial aid by categories: Loans	127	125	102	100	100

Program Summary

INSTITUTIONAL SUPPORT

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
 Phone: (928) 523-1829
 A.R.S. § 15-1601

Mission:

To continuously improve institutional effectiveness and organizational performance in support of the university's mission and strategic goals.

Description:

Institutional support includes administrative activities focusing on the management of and long-range planning for the university. These service-oriented functions administer programs to support all stakeholders to ensure the university meets its mission and vision.

This Program Contains the following Subprograms:

- ▶ Flagstaff and Statewide Institutional Support
- ▶ Yuma Institutional Support

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	10,943.3	60,991.9	60,991.9
Other Appropriated Funds	40,154.5	43,414.4	43,414.4
Other Non Appropriated Funds	55,068.2	102,723.7	102,723.7
Total Funding	106,166.0	207,130.0	207,130.0
FTE Positions	553.9	609.5	609.5

Subprogram Summary

FLAGSTAFF AND STATEWIDE INSTITUTIONAL SUPPORT

Dr. K. Laurie Dickson, Sr. Associate to the President & Sr. Vice Provost
 Phone: (928) 523-1829
 A.R.S. § 15-1601

Mission:

To maximize faculty and staff commitment through workforce practices and services that contribute to the long-term viability of the university and to advance NAU's mission by anticipating and providing exceptional services to the Flagstaff campus and statewide communities.

Description:

Institutional Support services include the Equity and Access Office (which includes Disability Resources), Facility Services, the Comptroller's Office, Human Resources, the Budget Office and many other offices committed to ensuring the university functions effectively and efficiently.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	10,943.3	60,991.9	60,991.9
Other Appropriated Funds	40,154.5	43,414.4	43,414.4
Other Non Appropriated Funds	55,068.2	102,723.7	102,723.7
Total Funding	106,166.0	207,130.0	207,130.0
FTE Positions	553.9	609.5	609.5

◆ **Goal 1** To enhance the safety and the learning/working environment.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
NAU numbers of: Equity and Access formal and informal complaints, consultations and ADA issue contacts	2,389	2,300	2,483	2,300	2,500
People trained proactively by the Office of Equity and Access (and Disability Resources), on-line and in person	7,199	14,000	8,317	14,000	10,000
People served by the Office of Employee Assistance and Wellness	7,768	8,300	6,844	8,000	8,500
Programs offered by the Office of Employee Assistance and Wellness	431	535	255	300	300
Internal audits conducted	7	5	4	5	7
Percent of agency staff turnover	20	18	21	18	16

◆ **Goal 2** To improve the physical living, working, and learning environment.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
State appropriations for building renewal (in millions)	0	27	0	29.2	32.9
Operation and maintenance of plant expenditures (in millions)	22.7	23.6	27.8	28.0	28.5

Subprogram Summary

YUMA INSTITUTIONAL SUPPORT

Dr. K. Laurie Dickson, Sr. Associate to the President & Sr. Vice Provost
 Phone: (928) 523-1829
 A.R.S. § 15-1601

Mission:

To extend the reach of Northern Arizona University by providing educational programs, developing student services, and fostering intellectual, cultural, and scholarly activity in a collaborative manner that meets the unique needs of the diverse and growing communities of the lower Colorado River region.

Description:

NAU-Yuma is designated as a branch campus of Northern Arizona University. Institutional support functions are augmented by central offices on the Flagstaff campus, including Human Resources and the Comptroller's Office.

◆ **Goal 1** To improve the physical living, working, and learning environment.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Calculated building renewal need	0	298,800	0	337,500	400,000

Program Summary

AUXILIARY PROGRAM

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
Phone: (928) 523-1829
A.R.S. §§ 15-1601 et seq.

Mission:

To promote operations of substantially self-supporting activities such as student housing, student unions, and intercollegiate athletics.

Description:

Auxiliary Programs include organizational units that furnish services to students, faculty and staff, and the general public for a fee directly related to the cost of the service and are managed as essentially self-supporting activities. A variety of university functions are reflected in this area, including student housing, residence life, campus dining, and intercollegiate athletics.

NAU, a member of the Big Sky Conference and Western Athletic Conference for swimming and diving, sponsors 15 NCAA Division I level athletic programs. The Northern Arizona University athletics department recorded a cumulative grade point average of 3.14 among its approximately 344 student-athletes during the 2021-2022 academic year. In addition, 210 student-athletes earned Big Sky/WAC All-Academic honors achieving a minimum of 3.20 cumulative grade point average or higher. Every single athletic team in the department had a team GPA of 3.00 or better for the 2021-2022 academic year.

This Program Contains the following Subprograms:

- ▶ Flagstaff and Statewide Auxiliary Program
- ▶ Yuma Auxiliary Program

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	96,206.3	107,232.6	107,232.6
Total Funding	96,206.3	107,232.6	107,232.6
FTE Positions	390.6	463.1	463.1

Subprogram Summary

FLAGSTAFF AND STATEWIDE AUXILIARY PROGRAM

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
 Phone: (928) 523-1829
 A.R.S. §§ 15-1601 et seq.

Mission:
To promote operations of substantially self-supporting activities such as student housing, student unions, and intercollegiate athletics.

Description:
 Auxiliary Programs include various units that are essentially self-supporting units. Among the larger activities, these include Campus Recreation, Campus Health Services, Campus Dining, Campus Living, and Intercollegiate Athletics.

Campus Recreation continues to provide a comprehensive recreational experience for students and the campus community by partnering with academic departments to add new programs, enhance existing programs and increase opportunities for student participation.

Campus Health Services supports student health using an integrated model that includes Behavioral Health, Counseling, Health Promotion and Medical services. These three units collaborate to provide a comprehensive approach to care from prevention to treatment, for both medical and mental health needs.

Campus Dining continues to offer a total of 28 restaurants throughout campus, including two all-you-care-to-eat establishments, two mobile locations, and fine dining. Campus Dining has also added mobile online ordering with expedited pick-up for student convenience and robotic delivery services throughout campus. In addition, the NAU Bookstore continues to lower the cost of course materials through partnerships with open education resource providers and negotiations with publishers to convert materials to electronic formats whenever possible.

Campus Living manages a variety of on-campus options for freshmen and upper-division students, including ten traditional residence halls, three suite-style halls, eight apartment communities, and the Honors College managed by NAU in partnership with American Campus Communities (ACC). Three partnered-housing properties through ACC offer students additional convenient on-campus housing options. The Campus Living mission is to create a welcoming and vibrant campus living experience where students connect, explore, and belong. Through safe well-maintained facilities, excellent service, engaging programs, meaningful staff interactions, student employment, and leadership opportunities, Campus Living invests in the transformational growth, personal responsibility, and academic support of students living on campus.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	96,206.3	107,232.6	107,232.6
Total Funding	96,206.3	107,232.6	107,232.6
FTE Positions	390.6	463.1	463.1

◆ **Goal 1** To provide an excellent residential living experience for students choosing to live on the Flagstaff Mountain Campus.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Percent of new, first time, full-time students living in residence halls	80	85	85	89	89
Total number of students who were housed on campus	9,192	9,700	9,666	9,800	9,800

- ◆ **Goal 2** To provide diverse and quality recreational programs, services and events to promote health and wellness for students and community.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total use/participation: Recreation Center visits	0	275,000	118,246	200,000	215,000
Total use/participation: Outdoor Recreation	0	5,000	1,311	2,000	2,500
Total use/participation: Aquatic Center	0	80,000	42,602	60,000	80,000
Explanation: Excludes Tennis Center as that data are not tracked by Campus Recreation					
Students use/participation: Intramural participants	0	9,000	15,817	18,000	20,000
Students use/participation: Campus Health Services/Medical Services visits	44,086	40,392	45,805	42,991	45,140
Total use/participation: Fitness & Wellness	0	26,000	14,666	20,000	25,000
Student use/participation: Sport Clubs	0	15,000	685	1,000	1,100
Student use/participation in Campus Health Services/Health Promotion - In Person	2,057	3,000	6,539	3,500	4,000
Student use/participation in Campus Health Services/Health Promotion - Online	9,382	10,000	14,447	16,000	17,600

Subprogram Summary

YUMA AUXILIARY PROGRAM

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
 Phone: (928) 523-1829
 A.R.S. §§ 15-1601 et seq.

Mission:
To strategically partner with Arizona Western College to offer students dining, health care and other auxiliary services.

Description:
 NAU-Yuma offers students auxiliary services such as dining, childcare and a bookstore through its partner Arizona Western College. Some auxiliary services are offered through the NAU Flagstaff Campus.

- ◆ **Goal 1** To provide a support system for students at the Yuma Campus.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Auxiliary operations provided by Arizona Western College (AWC) include: bookstore, dining services, and childcare services.	Yes	Yes	Yes	Yes	Yes

Program Summary

CAPITAL INFRASTRUCTURE

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
 Phone: (928) 523-1829
 A.R.S. § 15-1601

Mission:
Description:

Agency Summary

UNIVERSITY OF ARIZONA - MAIN CAMPUS

Dr. Robert C. Robbins, President
 Phone: (520) 621-5511
 A.R.S. § 15-1601

Mission:

To continuously improve how we educate and innovate so we can lead the way in developing disruptive problem-solvers capable of tackling our greatest challenges.

Description:

The University of Arizona, a land-grant university with two independently accredited medical schools, is one of the nation's top public universities, according to U.S. News & World Report. Established in 1885, the University is widely recognized as a student-centric university and has been designated as a Hispanic Serving Institution by the U.S. Department of Education. The University ranked in the top 20 in 2018 in research expenditures among all public universities, according to the National Science Foundation, and is a leading Research 1 institution with \$687 million in annual research expenditures. The University advances the frontiers of interdisciplinary scholarship and entrepreneurial partnerships as a member of the Association of American Universities, the 65 leading public and private research universities in the U.S. It benefits the State with an estimated economic impact of \$4.1 billion annually.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ INSTRUCTION	336,036.1	377,446.5	376,536.2
➤ ORGANIZED RESEARCH	339,789.7	369,655.1	373,018.7
➤ PUBLIC SERVICE	36,744.4	69,613.5	69,972.5
➤ ACADEMIC SUPPORT	132,885.0	158,132.2	159,332.3
➤ STUDENT SERVICES	305,538.8	305,008.4	310,360.4
➤ INSTITUTIONAL SUPPORT	711,167.1	618,423.2	628,742.1
➤ AUXILIARY PROGRAM	294,634.3	316,264.0	322,589.4
➤ COLLEGE OF AGRICULTURE AND LIFE SCIENCES	139,224.2	129,376.2	130,476.5
➤ UNIVERSITY OF ARIZONA SOUTH	7,772.6	5,955.4	5,981.6
➤ CAPITAL INFRASTRUCTURE	11,104.2	11,309.7	11,309.7
Agency Total:	2,314,896.4	2,361,184.2	2,388,319.4
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	253,875.7	299,423.0	292,973.0
Other Appropriated Funds	387,259.3	382,811.3	382,811.3
Other Non Appropriated Funds	1,673,761.4	1,678,949.9	1,712,535.1
Total Funding	2,314,896.4	2,361,184.2	2,388,319.4
FTE Positions	12,964.7	13,271.7	13,255.8

Issue 1 Engaging

Description Design the Arizona experience so that 100 percent of our students have the opportunity to engage in integrating and applying their knowledge through real-world experiential learning.

Goal: Through a learning experience tailored to individual students' needs, the UA will graduate future leaders who have the skills to apply their knowledge and solve the world's grand challenges.

Solutions:

Strategies, Actions, and Initiatives:

E1. Recruit and retain a diverse student body of undergraduate, transfer, and graduate degree-seeking students who represent the state, national and global demographic landscape.

E1.1 Leverage merit- and need-based aid.

E2. Optimize student access and success.

E2.1 Enhance partnerships with high schools and community colleges nationally and internationally.

E2.2 Identify students early in their careers who can benefit from programmatic intervention and increase opportunities for academic recovery.

E2.3 Improve retention with greater support in advising, learning specialists, coordination, hardware, and software.

E2.4 Decrease graduate-level time to degree.

E3. Provide students with a dynamic educational experience.

E3.1 Promote actions that help us ensure 100 percent student engagement, including the addition of targeted program coordinators, evaluations, and operational support.

E3.2 Expand study-abroad options to contribute to the 100 percent student engagement goal.

E3.3 Support online course and program development.

E4. Graduate individuals who will be sought out by the best employers and postgraduate programs.

E4.1 Redesign courses incorporating workshops, new uses of information technology, specialized equipment, and facilities.

E4.2 Update classroom facilities to better support an active learning environment.

E4.3 Emphasize graduate workforce development in selected master's programs.

E5. Graduate individuals ready to engage in productive lives and personally satisfying work.

E5.1 Establish engagement credits in the areas of global, civic, and research activities.

Issue 2 Innovating

Description Expand our research and creative inquire to not only discover new knowledge and create new ideas, but also to innovate new ways of knowing and seeing that will ensure our continued leadership in interdisciplinary scholarship.
Goal: While supporting our values, invite new resources into the University in support of innovative scholarship and research. Prioritize our scholarly and research activities to reflect both the grand challenges we face, and the expectations of our partners for integration and application.

Solutions:

Strategies, Actions, and Initiatives

I1. Promote core strengths to address grand challenges.

I1.1 Capitalize on existing and growing research and clinical strengths in the UA's health sciences colleges in Tucson and Phoenix, other clinical entities

across the state, and relevant UA colleges.

I2. Expand opportunities for interdisciplinary collaboration.

I2.1 Increase institutional capacity for interdisciplinary and interprofessional community-engaged scholarship addressing the most urgent needs of

Arizona's diverse citizenry and generating solutions for the public good with global applications.

I2.2 Increase large multi-investigator, multi-site proposal submissions and awards.

I3. Hire, nurture, and retain a diverse, outstanding faculty.

I3.1 Create diverse new faculty candidate pools that approximate the national availability of talent.

I3.2 Improve faculty retention rates, with a particular emphasis on reducing retention disparities among assistant professors from underrepresented

groups.

I4. Attract, educate, and engage first-rate doctoral students.

I5. Diversity external sources of research support.

I5.1 Develop industry expertise to expand public-private partnerships.

I5.2 Increase research expenditures.

I6. Improve support for the development of major proposals and new initiatives.

I6.1 Provide optimum shared research instrumentation infrastructure to advance our capabilities and competitiveness for external research support.

I6.2 Create a world-class informatics infrastructure and research program that will revolutionize the capability to extract useful information from

massively large sets of data.

I6.3 Stabilize and increase the number of research-active faculty in key focus areas.

I6.4 Ensure that the capacity of central and college-based research support functions keeps pace with the growing volume and complexity of research,

thereby ensuring high-quality grants support as well as critically important compliance with federal and other regulations.

I7. Expand strategic external partnerships.

I7.1 Attract funding for and investment in start-up companies in Arizona, including University start-ups.

I8. Decrease pre-award preparation time and speed post-award access to funds.

I9. Improve recognition for interdisciplinary research in promotion and tenure process.

I9.1 Enhance our institutional infrastructure base to support research advancement.

Issue 3 Partnering

Description Create novel, substantive, and entrepreneurial partnerships with businesses, community groups, and governments to support and enhance our impact on the local and global community.
Goal: The University will share our knowledge, research, and creativity and become a more active partner in creative enterprises and innovation to enhance the quality of life for the people of Arizona and the world.

Solutions:

Strategies, Actions, and Initiatives:

P1. Better adapt our land-grant mission for the 21st century, including a global strategy.

P1.1 Modify promotion and tenure guidelines and criteria to recognize engagement and community-based research and knowledge application to align University, College and Departmental criteria.

P1.2 Develop more and better service-learning and applied-research opportunities for students in Arizona and abroad.

P1.3 Position the UA to serve as a preferred consultant in innovating, developing, executing, and assessing critical knowledge-based and capacity development projects worldwide.

P2. Expand, develop, and sustain community and industry partnerships, locally and globally, via innovative programs.

P2.1 Improve internal business processes to facilitate and leverage community and industry relationships with the University.

P2.2 Expand the roles of community and business partners in Academic Program Reviews.

P2.3 Provide more opportunities for employers, educators, and families to become more deeply engaged with the University through events, roundtables, and boards.

P2.4 Encourage and support more partnerships among internal academic programs and with key external partners.

P3. Increase capacity in critical and emerging fields such as education, health sciences, STEM, and cultural competence.

P3.1 Better engage business and community partners to expand internship opportunities.

P3.2 Define and develop appropriate pathways for competency-based evaluation and credit.

P3.3 Determine the best use of technology and other modes of delivering educational and informational content to best engage with learners and communities locally and abroad.

P3.4 Significantly grow our educational offerings face-to-face, online, and hybrid, to better address growing needs in crucial and emerging fields and to better define the UA's role in connecting learners to knowledge and to each other.

P4. Align output with workforce and knowledge needs, in our region and around the world.

P4.1 Expand opportunities to collaborate with schools, agencies, and industry on professional development and certificate programs statewide, nationally, and abroad.

P4.2 Coordinate with K-12 school districts to ensure that a curriculum adequately prepares students for postsecondary work and that students have clear and preferred pathways to the UA.

P4.3 Work with business and community leaders to develop integrated workforce and economic development plans.

Issue 4 Synergy

Description Build an infrastructure for change that cuts across all elements of our mission and all aspects of our plan, advancing our distinctiveness in interdisciplinarity, diversity, and sense of place while implementing business practices that are effective, efficient, and entrepreneurial.

Goal: Embedded in the University's fundamental commitment to knowledge, culture, art, and diverse disciplinary work, we will:

- Redesign the University to avoid isolation and specialization in ever-narrowing disciplines.
- Optimize our campus resources and virtual reach to engage students more fully.
- Create engaged University citizens who can apply our resources in pursuit of collective goals.
- Emphasize diversity as part of our institutional culture, at all levels.
- Adopt transparent practices that reward productivity, effectiveness, and entrepreneurship.

Solutions:

Strategies, Actions, and Initiatives:

S1. Elevate interdisciplinary collaborations.

S1.1 Develop promotion and tenure guidelines that ensure that collaborative efforts are identified and valued.

S2. Build on and strengthen the diversity of our community.

S2.1 Improve campus infrastructure for diversity at all levels, focusing on accountability.

S3. Expand global connections and deepen regional roots.

S3.1 Invest in interdisciplinary centers that address local issues with global applications.

S4. Optimize our physical resources and virtual reach.

S4.1 Expand and align IT capacity to meet instructional, research, outreach, and administrative requirements.

S4.2 Enhance the UA's reach through improved and cohesive branding and marketing.

S4.3 Develop programs for improving online teaching and course-building skills.

S5. Implement a business model that rewards productivity, effectiveness, and entrepreneurship.

S5.1 Align priorities with opportunities.

S5.2 Integrate RCM into the university's budgeting model to enhance research and instructional performance.

S5.3 Align the administrative structure to better support undergraduate and master's level programs.

Program Summary

INSTRUCTION

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-1601

Mission:

To maximize the delivery of academically sound instruction in a coordinated manner with the University's academic colleges, schools, departments, and centers.

Description:

This program coordinates the delivery of instruction throughout the University. Its other responsibilities include oversight of: academic support programs; transfer articulation; advising; major-exploration programs for undecided and transitional students; and the University's interdisciplinary degree programs.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	162,933.4	191,113.7	188,613.7
Other Appropriated Funds	100,356.3	106,839.7	106,839.7
Other Non Appropriated Funds	72,746.4	79,493.1	81,082.8
Total Funding	336,036.1	377,446.5	376,536.2
FTE Positions	3,686.6	4,001.3	4,001.2

◆ **Goal 1** To promote retention and graduation for undergraduate and graduate students.

Performance Measures	<u>FY 2021 Actual</u>	<u>FY 2022 Estimate</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
Graduating seniors who rate their overall experience as good or excellent (percent)	92	91	89	91	92
Full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty (percentage)	NA	NA	NA	NA	NA
Total number of degrees granted	9,057	9,329	8,642	8,885	8,993
Bachelors degrees granted	6,764	6,967	6,422	6,941	6,966
Masters degrees granted	1,294	1,333	1,208	1,112	1,190
First Professional degrees granted	320	330	375	342	348
Explanation: This measure reflects the ABOR Enterprise Metrics Non-PhD Other Doctoral Degrees					
Doctorate degrees granted	486	496	411	490	489
Explanation: This measure reflects the ABOR Enterprise Metrics PhD Doctoral degrees.					
Average number of years taken to graduate for students who began as freshmen	3.8	3.8	3.8	3.9	3.9
Agency staff turnover (percent)	11.1	11.2	12.6	11.5	11.0
Gifts, grants, and contracts (thousands)	378,574	388,038	388,038	397,739	407,404
First-Time, Full-Time Retention	85.5	87.0	84.0	84.0	85.5
Percent of full-time first-year students graduating in six years.	64.9	65.9	64.3	66.4	66.8

Explanation:
 graduating in six years

Program Summary

ORGANIZED RESEARCH

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-1601

Mission:

To provide effective and transparent promotion and support for the research and graduate-education efforts of University of Arizona faculty and staff and to encourage practices that minimize risks to our investigator-scholars, to human and animal research subjects, and to the University.

Description:

The University of Arizona through its organized research unit provides critical world-class research and discovery, intensive and relevant graduate education, and connects its activities with the community’s needs especially as we aspire to become one of the ten best public research universities. The University’s organized research unit also fosters technology transfer and connection to the business community, with a particular emphasis on promoting a thriving economy and high quality of life for Arizona. The organized research unit also serves as the administrative home for most of the University’s public museums.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	10,965.1	14,875.1	11,875.1
Other Appropriated Funds	32,383.8	36,595.6	36,595.6
Other Non Appropriated Funds	296,440.8	318,184.4	324,548.0
Total Funding	339,789.7	369,655.1	373,018.7
FTE Positions	2,329.2	2,215.2	2,214.9

◆ **Goal 1** To increase funding for contracts, grants, and sponsored awards.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
National Science Foundation Research ranking (publics)	19	20	20	20	20
Total Research & Development Expenditures in thousands	417,611	428,051	396,996	406,524	416,280

◆ **Goal 2** To form a bridge connecting the University with the private sector and expand its engagement with regional, national, and international business communities, and build philanthropic support for the University and its partners.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
New Companies Started	17	18	9	15	17

◆ **Goal 3** To increase productivity, efficiency, and effectiveness.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Gifts, grants, contracts (Awards) (thousands)	378,574	388,038	388,038	397,739	407,404

Program Summary

PUBLIC SERVICE

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-1601

Mission:

To make knowledge generated at the University of Arizona more accessible and more relevant to Arizona’s citizens, to the nation at large and to the global community, and to inspire in each of these connections the parallel desires to learn and to create beneficial change, both in partnership with the University of Arizona.

Description:

Global Initiatives and the College of Agriculture and Life Sciences through their extensive Cooperative Extension programs and Experiment Stations facilitate the efforts of University of Arizona faculty in integrating their teaching, research, and service missions, and in translating and advancing those efforts to broader audiences. Our outreach efforts facilitate programs and services that meet the academic access, economic, and regional development needs for communities throughout Arizona—a major tenet of the land grant mission. In addition to offering youth and senior programs, incubating programs and facilitating UA credit courses and continuing education, outreach collaborates with academic initiatives and student success and academic departments to aid and promote collaborations with partners around the world.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,229.2	11,066.8	10,616.8
Other Appropriated Funds	2,273.3	18,089.4	18,089.4
Other Non Appropriated Funds	33,241.9	40,457.3	41,266.3
Total Funding	36,744.4	69,613.5	69,972.5
FTE Positions	377.7	510.1	503.0

◆ **Goal 1** To leverage the strengths of international affairs programs and the efforts of our faculty by strategically enhancing efforts abroad in target geographies most relevant to the University.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of undergraduate international students (Main Campus)	1,658	1,742	1,673	1,742	1,829
Number of graduate international students (Main Campus)	1,342	1,409	1,391	1,409	1,479

◆ **Goal 2** To facilitate and assure the University's mandate of service, partnership, and the sharing of knowledge which most clearly expresses the distinguishing nature of land grant universities.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of people served by Cooperative Extension.	571929	595000	618,941	666,000	713,000

Program Summary

ACADEMIC SUPPORT

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-1601

Mission:

To support and enhance a contemporary learning environment with tools that permit innovation in all learning spaces and assist students in bridging the relationship between research and teaching.

Description:

The units that comprise Academic Support represent all of the ways the University supports its academic mission.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,753.0	3,650.0	3,650.0
Other Appropriated Funds	73,892.1	94,478.7	94,478.7
Other Non Appropriated Funds	57,239.9	60,003.5	61,203.6
Total Funding	132,885.0	158,132.2	159,332.3
FTE Positions	969.9	1,188.5	1,188.4

- ◆ **Goal 1** To enhance the academic quality and effectiveness of the institution through planning and budgeting, program review, personnel review, and data collection and analysis.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Academic programs reviewed for quality and effectiveness	17	20	17	19	20

- ◆ **Goal 2** To support alternative delivery modes of education for Arizona.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Online Undergraduate Degrees Awarded	536	563	683	685	751
Number of Online Graduate Degrees Awarded	877	890	1,008	858	964
Number of Online Graduate Certificates Awarded	121	127	138	117	132

Program Summary

STUDENT SERVICES

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-1601

Mission:

To recruit and retain a diverse and talented student body; to assist students in their efforts to achieve access, academic success, and efficient degree completion in conformance with prevailing regulation; to promote student development in a safe environment in which diversity is valued and embedded in daily operations; and to provide opportunities for personal and educational enrichment through the development of student, faculty, staff, and community partnerships.

Description:

This program includes enrollment services and other student related programs and services designed to promote student success, by supporting students’ personal, intellectual, cultural, and social development outside the context of the formal instructional program. Programming extends to the entire campus community to meet disability needs and to promote a healthy, diverse, engaged, and civil community. The activities include: early outreach, admissions, orientation, financial aid, registration, campus recreation, and health services, cultural events, student programs/organizations, bookstore, newspaper, housing and food service, academic support, career services, programs designed to promote faculty/student interaction outside the classroom, and programs dedicated to special needs, such as disability related services and the cultural resource centers.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	5,866.0	2,729.4	2,729.4
Other Appropriated Funds	5,137.0	34,689.0	34,689.0
Other Non Appropriated Funds	294,535.8	267,590.0	272,942.0
Total Funding	305,538.8	305,008.4	310,360.4
FTE Positions	1,015.8	1,042.0	1,041.9

◆ **Goal 1** To attract the best and brightest students in Arizona and from around the world.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Quality of freshman class based on: High school grade point average	3.55	3.60	3.61	3.67	3.73
Quality of freshman class based on: SAT scores	1256	1260	1,275	1,294	1,313
Average ACT Score	26	26	26	26	26
First-Year students ranked in top 10% of HS (percent)	22.3	24.0	24.6	25.0	25.0
Total number of National Merit Scholars	66	50	48	50	50

◆ **Goal 2** To build a diverse and high-potential student body and first year cohort.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Undergraduate enrollment - Hispanic or Latinx (percent)	28.0	29.4	27.2	28.0	28.0
Yield Rate (percent)	20.1	21.1	20.5	20.5	20.5
Pell-eligible undergraduate students (percent)	31.5	33.1	29.9	30.0	30.0

Program Summary

INSTITUTIONAL SUPPORT

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-1601

Mission:

To provide the University of Arizona with the support services necessary to enable it to effectively pursue the institutional mission of teaching, research, and outreach.

Description:

Institutional support includes central executive-level activities concerned with management and long-range planning for the entire University, and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, telecommunications, space management, human resources including employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fund-raising.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	15,323.4	18,578.9	18,578.9
Other Appropriated Funds	149,089.3	84,174.6	84,174.6
Other Non Appropriated Funds	546,754.4	515,669.7	525,988.6
Total Funding	711,167.1	618,423.2	628,742.1
FTE Positions	1,410.6	1,286.1	1,286.0

◆ **Goal 1** To attract and engage a diverse and high quality workforce.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Minority employees in administrative, faculty, professional and classified positions (percent)	28.4	29.8	31.1	31.3	31.5

Program Summary

AUXILIARY PROGRAM

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-1601

Mission:

To provide quality goods and services at the least possible cost to faculty, staff, students and University departments.

Description:

Auxiliary units are most closely related to "real world" businesses in that they are expected to be self-supporting and charge fees that are related to the costs of providing goods or services. Major retail and service activities include the U of A Bookstore, Student Union food services, Residence Life student dormitories and family housing, Parking and Transportation parking permits and Sun Tran passes, UA Presents performances, U of A Press publications, and Intercollegiate Athletics events. Internal service departments that provide wholesale services to other departments on campus include Facilities Management's repair, maintenance, and custodial services; Printing and Publishing Support Services; Telecommunication's telephone services; and the University Research and Instrumentation Center's design and fabrication service.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	294,634.3	316,264.0	322,589.4
Total Funding	294,634.3	316,264.0	322,589.4
FTE Positions	1,273.0	1,309.2	1,309.1

◆ **Goal 1** To provide affordable housing and a residential living experience conducive to academic success and social well-being.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of new freshmen living in residence halls.	44	45	66.0	64.0	62.0

Program Summary

COLLEGE OF AGRICULTURE AND LIFE SCIENCES

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-1601

Mission:

To educate students and communities in ways that enable their future success in the regional and global economies and to develop new knowledge and new technologies to benefit society

Description:

The College of Agriculture and Life Sciences coordinates undergraduate and professional education for a wide range of career opportunities within six general subject areas: animal systems; environment and natural resources; family, youth, and community; human nutrition; food safety and health; marketing, trade, and economics; and plant systems. Education in the professional knowledge area is combined with foundation courses in the natural and social sciences, communications, and the humanities to develop a well-rounded academic experience offering majors leading to careers associated with the college subject areas. Programs include on-campus instruction and distance education in cooperation with other institutions. The college awards B.S., M.S., and Ph.D. degrees. Though separate entities by Federal statute, the Arizona Cooperative Extension System and the Arizona Experiment Station are affiliated with and share senior administration with the college.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	41,957.6	43,355.6	42,855.6
Other Appropriated Funds	20,362.8	6,039.1	6,039.1
Other Non Appropriated Funds	76,903.8	79,981.5	81,581.8
Total Funding	139,224.2	129,376.2	130,476.5
FTE Positions	1,740.1	1,580.9	1,572.9

Program Summary

UNIVERSITY OF ARIZONA SOUTH

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-1601

Mission:

To provide high quality, accessible educational opportunities to communities throughout Southern Arizona.

Description:

UA South addresses the needs of individual who are place bound or who desire to fulfill their higher education goals in an atmosphere different than the Main Campus. UA South provides quality upper-division and graduate programs designed to fulfill the educational and career goals of its students. UA South offers undergraduate degree programs through “2 + 2” partnerships with Arizona community colleges, primarily Cochise College and Pima Community College. Two Masters Degree programs are available. Programs are offered at several locations in southeast Arizona. Specific community-based classes may be offered at other locations throughout southeastern Arizona. The Faculty at UA South has incorporated distance learning into the curriculum, offering courses via interactive television and through the Internet.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,743.8	2,743.8	2,743.8
Other Appropriated Funds	3,764.7	1,905.2	1,905.2
Other Non Appropriated Funds	1,264.1	1,306.4	1,332.6
Total Funding	7,772.6	5,955.4	5,981.6
FTE Positions	161.8	138.4	138.4

Program Summary

CAPITAL INFRASTRUCTURE

Katie Van Renterghem, Planning Analyst
Phone: (520) 621-9723
A.R.S. § 15-1601

Mission:

Description:

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	11,104.2	11,309.7	11,309.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	11,104.2	11,309.7	11,309.7
FTE Positions	0.0	0.0	0.0

Agency Summary

UNIVERSITY OF ARIZONA - HEALTH SCIENCES CENTER

Dr. Robert C. Robbins, President
 Phone: (520) 621-5511
 A.R.S. § 15-601

Mission:

To improve the prospects and enrich the lives of the people of Arizona and the world through education, research, creative expression, and community and business partnerships.

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 with education, research, patient care, and services through its Colleges of Medicine, Nursing, Pharmacy, Public Health, Phoenix Bio-Medical Campus, University Medical Center, and University Physicians. AHSC serves as the core of a broad network of statewide health services, health education, health restoration, health promotion, and illness prevention.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ INSTRUCTION	111,294.9	117,116.3	120,641.2
➤ ORGANIZED RESEARCH	204,200.7	213,316.9	218,922.3
➤ PUBLIC SERVICE	34,947.3	37,957.7	38,683.9
➤ ACADEMIC SUPPORT	137,908.3	144,991.9	149,991.3
➤ STUDENT SERVICES	3,575.0	14,688.4	14,763.4
➤ INSTITUTIONAL SUPPORT	18,255.4	18,640.9	18,724.1
➤ AUXILIARY PROGRAM	843.2	860.0	877.3
➤ COLLEGE OF MEDICINE, PHOENIX CAMPUS	138,414.5	137,438.1	149,544.2
Agency Total:	649,439.3	685,010.2	712,147.7
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	76,897.7	76,897.7	76,897.7
Other Appropriated Funds	64,224.5	66,675.3	66,675.3
Other Non Appropriated Funds	508,317.1	541,437.2	568,574.7
Total Funding	649,439.3	685,010.2	712,147.7
FTE Positions	4,303.0	4,147.1	4,147.8

Issue 1 Engaging

Description Design the Arizona experience so that 100 percent of our students have the opportunity to engage in integrating and applying their knowledge through real-world experiential learning.

Goal: Through a learning experience tailored to individual students' needs, the UA will graduate future leaders who have the skills to apply their knowledge and solve the world's grand challenges.

Solutions:

Strategies, Actions, and Initiatives:

E1. Recruit and retain a diverse student body of undergraduate, transfer, and graduate degree-seeking students who represent the state, national and global demographic landscape.

E1.1 Leverage merit- and need-based aid.

E2. Optimize student access and success.

E2.1 Enhance partnerships with high schools and community colleges nationally and internationally.

E2.2 Identify students early in their careers who can benefit from programmatic intervention and increase opportunities for academic recovery.

E2.3 Improve retention with greater support in advising, learning specialists, coordination, hardware, and software.

E2.4 Decrease graduate-level time to degree.

E3. Provide students with a dynamic educational experience.

E3.1 Promote actions that help us ensure 100 percent student engagement, including the addition of targeted program coordinators, evaluations, and operational support.

E3.2 Expand study-abroad options to contribute to the 100 percent student engagement goal.

E3.3 Support online course and program development.

E4. Graduate individuals who will be sought out by the best employers and postgraduate programs.

E4.1 Redesign courses incorporating workshops, new uses of information technology, specialized equipment, and facilities.

E4.2 Update classroom facilities to better support an active learning environment.

E4.3 Emphasize graduate workforce development in selected master's programs.

E5. Graduate individuals ready to engage in productive lives and personally satisfying work.

E5.1 Establish engagement credits in the areas of global, civic, and research activities.

Issue 2 Innovating

Description Expand our research and creative inquire to not only discover new knowledge and create new ideas, but also to innovate new ways of knowing and seeing that will ensure our continued leadership in interdisciplinary scholarship.
Goal: While supporting our values, invite new resources into the University in support of innovative scholarship and research. Prioritize our scholarly and research activities to reflect both the grand challenges we face, and the expectations of our partners for integration and application.

Solutions:

Strategies, Actions, and Initiatives

I1. Promote core strengths to address grand challenges.

I1.1 Capitalize on existing and growing research and clinical strengths in the UA's health sciences colleges in Tucson and Phoenix, other clinical entities

across the state, and relevant UA colleges.

I2. Expand opportunities for interdisciplinary collaboration.

I2.1 Increase institutional capacity for interdisciplinary and interprofessional community-engaged scholarship addressing the most urgent needs of

Arizona's diverse citizenry and generating solutions for the public good with global applications.

I2.2 Increase large multi-investigator, multi-site proposal submissions and awards.

I3. Hire, nurture, and retain a diverse, outstanding faculty.

I3.1 Create diverse new faculty candidate pools that approximate the national availability of talent.

I3.2 Improve faculty retention rates, with a particular emphasis on reducing retention disparities among assistant professors from underrepresented

groups.

I4. Attract, educate, and engage first-rate doctoral students.

I5. Diversity external sources of research support.

I5.1 Develop industry expertise to expand public-private partnerships.

I5.2 Increase research expenditures.

I6. Improve support for the development of major proposals and new initiatives.

I6.1 Provide optimum shared research instrumentation infrastructure to advance our capabilities and competitiveness for external research support.

I6.2 Create a world-class informatics infrastructure and research program that will revolutionize the capability to extract useful information from

massively large sets of data.

I6.3 Stabilize and increase the number of research-active faculty in key focus areas.

I6.4 Ensure that the capacity of central and college-based research support functions keeps pace with the growing volume and complexity of research,

thereby ensuring high-quality grants support as well as critically important compliance with federal and other regulations.

I7. Expand strategic external partnerships.

I7.1 Attract funding for and investment in start-up companies in Arizona, including University start-ups.

I8. Decrease pre-award preparation time and speed post-award access to funds.

I9. Improve recognition for interdisciplinary research in promotion and tenure process.

I9.1 Enhance our institutional infrastructure base to support research advancement.

Issue 3 Partnering

Description Create novel, substantive, and entrepreneurial partnerships with businesses, community groups, and governments to support and enhance our impact on the local and global community.
Goal: The University will share our knowledge, research, and creativity and become a more active partner in creative enterprises and innovation to enhance the quality of life for the people of Arizona and the world.

Solutions:

Strategies, Actions, and Initiatives:

P1. Better adapt our land-grant mission for the 21st century, including a global strategy.

P1.1 Modify promotion and tenure guidelines and criteria to recognize engagement and community-based research and knowledge application to align University, College and Departmental criteria.

P1.2 Develop more and better service-learning and applied-research opportunities for students in Arizona and abroad.

P1.3 Position the UA to serve as a preferred consultant in innovating, developing, executing, and assessing critical knowledge-based and capacity development projects worldwide.

P2. Expand, develop, and sustain community and industry partnerships, locally and globally, via innovative programs.

P2.1 Improve internal business processes to facilitate and leverage community and industry relationships with the University.

P2.2 Expand the roles of community and business partners in Academic Program Reviews.

P2.3 Provide more opportunities for employers, educators, and families to become more deeply engaged with the University through events, roundtables, and boards.

P2.4 Encourage and support more partnerships among internal academic programs and with key external partners.

P3. Increase capacity in critical and emerging fields such as education, health sciences, STEM, and cultural competence.

P3.1 Better engage business and community partners to expand internship opportunities.

P3.2 Define and develop appropriate pathways for competency-based evaluation and credit.

P3.3 Determine the best use of technology and other modes of delivering educational and informational content to best engage with learners and communities locally and abroad.

P3.4 Significantly grow our educational offerings face-to-face, online, and hybrid, to better address growing needs in crucial and emerging fields and to better define the UA's role in connecting learners to knowledge and to each other.

P4. Align output with workforce and knowledge needs, in our region and around the world.

P4.1 Expand opportunities to collaborate with schools, agencies, and industry on professional development and certificate programs statewide, nationally, and abroad.

P4.2 Coordinate with K-12 school districts to ensure that a curriculum adequately prepares students for postsecondary work and that students have clear and preferred pathways to the UA.

P4.3 Work with business and community leaders to develop integrated workforce and economic development plans.

Issue 4 Synergy

Description Build an infrastructure for change that cuts across all elements of our mission and all aspects of our plan, advancing our distinctiveness in interdisciplinarity, diversity, and sense of place while implementing business practices that are effective, efficient, and entrepreneurial.

Goal: Embedded in the University's fundamental commitment to knowledge, culture, art, and diverse disciplinary work, we will:

- Redesign the University to avoid isolation and specialization in ever-narrowing disciplines.
- Optimize our campus resources and virtual reach to engage students more fully.
- Create engaged University citizens who can apply our resources in pursuit of collective goals.
- Emphasize diversity as part of our institutional culture, at all levels.
- Adopt transparent practices that reward productivity, effectiveness, and entrepreneurship.

Solutions:

Strategies, Actions, and Initiatives:

S1. Elevate interdisciplinary collaborations.

S1.1 Develop promotion and tenure guidelines that ensure that collaborative efforts are identified and valued.

S2. Build on and strengthen the diversity of our community.

S2.1 Improve campus infrastructure for diversity at all levels, focusing on accountability.

S3. Expand global connections and deepen regional roots.

S3.1 Invest in interdisciplinary centers that address local issues with global applications.

S4. Optimize our physical resources and virtual reach.

S4.1 Expand and align IT capacity to meet instructional, research, outreach, and administrative requirements.

S4.2 Enhance the UA's reach through improved and cohesive branding and marketing.

S4.3 Develop programs for improving online teaching and course-building skills.

S5. Implement a business model that rewards productivity, effectiveness, and entrepreneurship.

S5.1 Align priorities with opportunities.

S5.2 Integrate RCM into the university's budgeting model to enhance research and instructional performance.

S5.3 Align the administrative structure to better support undergraduate and master's level programs.

Program Summary

INSTRUCTION

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-1601

Mission:

To provide top-quality health sciences educational programs at the undergraduate, graduate, and professional levels that will attract and graduate an excellent and diverse student body.

Description:

The Arizona Health Sciences Center (AHSC) offers professional programs leading to the M.D., graduate degrees in many of the medical sciences, B.S.N., M.S., Ph.D., ADN-MS, Pharm.D., Masters in Public Health (MPH), DrPH, and B.S. with a major in health education. The AHSC provides students with the knowledge, skills, and attitudes basic to the provision of health services. It also provides education and training programs for undergraduate students, graduate students, residents, fellows, and other health professionals.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	42,946.9	34,592.0	34,592.0
Other Appropriated Funds	2,639.1	11,369.5	11,369.5
Other Non Appropriated Funds	65,708.9	71,154.8	74,679.7
Total Funding	111,294.9	117,116.3	120,641.2
FTE Positions	1,040.5	1,022.9	1,023.0

◆ **Goal 1** To increase productivity, efficiency, and effectiveness.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Degrees Granted BA/BS and MA/MS	1,124	1,152	1,147	1,170	1,193
Number of degrees granted-PhD	41	42	45	49	53
First Professional degrees granted (Non-PhD Other Doctoral degrees)	404	414	425	446	467

Program Summary

ORGANIZED RESEARCH

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-1601

Mission:

To provide high quality multidisciplinary biomedical research in areas important to the health care community and public; to promote the application of economics and socio-behavioral sciences to pharmaceutical research, education and service; to make available to trainees leading edge knowledge and the most modern technology; to promote healthier lifestyles through education of the public; and to provide service to state and federal agencies and the private sector.

Description:

The organized research centers are specifically organized to produce interdisciplinary clinical and basic biomedical research and to provide support for the undergraduate, graduate, and outreach educational programs. They are supported almost entirely by external federal and private sector funding. Their major areas of emphasis include: interdisciplinary research; education of the public, training of health professionals and scientists; patient services; provision of regional resources for research, disease diagnosis, patient care, education, and disease prevention and control; and technology development.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	487.7	440.1	440.1
Other Appropriated Funds	4,147.7	3,545.3	3,545.3
Other Non Appropriated Funds	199,565.3	209,331.5	214,936.9
Total Funding	204,200.7	213,316.9	218,922.3
FTE Positions	1,042.0	1,045.0	1,045.4

◆ **Goal 1** To establish a stable funding base to support research, education, and service activities

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total Research & Development Expenditures (thousands)	281,053	288,079	275,053	277,804	280,582
Grants and contracts (sponsored expenditures) (thousands)	247,824	254,020	221,708	223,925	226,164
Gifts, grants, contracts (Awards) (thousands)	338,770	347,239	340,966	344,376	347,819

Program Summary

PUBLIC SERVICE

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-1601

Mission:

To provide the citizens of the State of Arizona access to poison and medication-related emergency treatment assistance and to develop a rural telemedicine network that can improve rural health care.

Description:

The Arizona Poison and Drug Information Center serves as a repository of comprehensive information, knowledge and expertise regarding poisons and toxic exposures. A high priority is to provide access for rural and medically underserved Arizona residents and health care professionals who are without ready access to medical facilities. Telemedicine is the use of computers, video imaging, and telecommunications for diagnosis and treatment of persons in rural, geographically isolated communities and State institutions.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,619.9	2,022.4	2,022.4
Other Appropriated Funds	573.3	446.1	446.1
Other Non Appropriated Funds	32,754.1	35,489.2	36,215.4
Total Funding	34,947.3	37,957.7	38,683.9
FTE Positions	169.7	169.2	169.2

◆ **Goal 1** To provide quality, accessible poison and medication-related emergency treatment assistance 24 hours a day.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Poison Control call volume per year (in thousands)	22	23	28	28	29
Accredited by the American Association for Poison Control Center Certification as a Regional Poison Control Center.	Yes	Yes	Yes	Yes	Yes

◆ **Goal 2** To provide specialty patient care in rural communities and secure State institutions.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number served through Telemedicine (clinical consultations)	25,000	25,000	28,800	29,000	30,000

Program Summary

ACADEMIC SUPPORT

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-1601

Mission:

To support and enhance a contemporary learning environment with tools that permit innovation in all learning spaces and assist students in bridging the relationship between research and teaching.

Description:

The units that comprise Academic Support represent all of the ways the University of Arizona Health Sciences Center supports its academic mission.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	8,587.0	8,587.0	8,587.0
Other Appropriated Funds	29,686.2	32,653.2	32,653.2
Other Non Appropriated Funds	99,635.1	103,751.7	108,751.1
Total Funding	137,908.3	144,991.9	149,991.3
FTE Positions	1,085.7	928.3	928.4

◆ **Goal 1** To offer education programs that meet standards of excellence

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of students passing Step I of the US Medical Licensing Exam	98	97	91	94	97
Percent of Students passing Step II of the US Medical Licensing Exam	99	98	99	99	99

◆ **Goal 2** To support alternative delivery modes of education for Arizona.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Online Graduate Certificates Awarded	21	26	21	21	21
Number of Online Graduate Degrees Awarded	289	303	227	165	103

Program Summary

STUDENT SERVICES

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-601

Mission:

To recruit and retain a diverse and talented student body; to assist students in their efforts to achieve access, academic success, and efficient degree completion in conformance with prevailing regulation; to promote student development in a safe environment in which diversity is valued and embedded in daily operations; and to provide opportunities for personal and educational enrichment through the development of student, faculty, staff, and community partnerships.

Description:

This program includes enrollment services and other student related programs and services designed to promote student success, by supporting students’ personal, intellectual, cultural, and social development outside the context of the formal instructional program. Programming extends to the entire campus community to meet disability needs and to promote a healthy, diverse, engaged, and civil community. The activities include: early outreach, admissions, orientation, financial aid, registration, campus recreation, and health services, cultural events, student programs/organizations, bookstore, newspaper, housing and food service, academic support, career services, programs designed to promote faculty/student interaction outside the classroom, and programs dedicated to special needs, such as disability related services and the cultural resource centers.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	8,000.0	8,000.0
Other Appropriated Funds	2,581.9	2,930.8	2,930.8
Other Non Appropriated Funds	993.1	3,757.6	3,832.6
Total Funding	3,575.0	14,688.4	14,763.4
FTE Positions	27.7	37.5	37.5

◆ **Goal 1** To enroll diverse students using the diverse in its broadest meaning.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
% Undergraduate Minority Students	43.1	45.3	47.5	48.0	48.5
% Graduate & First Professional Minority Students	31.2	32.8	40.9	41.0	41.0

Program Summary

INSTITUTIONAL SUPPORT

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-601

Mission:

To provide the University of Arizona with the support services necessary to enable it to effectively pursue the institutional mission of teaching, research, and outreach.

Description:

Institutional support includes central executive-level activities concerned with management and long-range planning for the entire University, and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, telecommunications, space management, human resources including employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fund-raising.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	6,137.4	6,605.6	6,605.6
Other Non Appropriated Funds	12,118.0	12,035.3	12,118.5
Total Funding	18,255.4	18,640.9	18,724.1
FTE Positions	121.0	152.3	152.3

◆ **Goal 1** To enhance community support for the work of the University in the larger community.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Endowment Assets (in thousands)	254,011	269,480	218,698	230,000	240,000
Annual Giving (in thousands)	49,919	52,958	80,151	82,000	84,000

◆ **Goal 2** To attract and engage a diverse and high quality workforce

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Minority employees in administrative, faculty, professional and classified positions (percent)	29.9	30.6	32.7	33.0	33.5

Program Summary

AUXILIARY PROGRAM

Katie Van Renterghem, Planning Analyst
 Phone: (520) 621-9723
 A.R.S. § 15-1601

Mission:

To provide quality goods and services at the least possible cost to faculty, staff, students and University departments.

Description:

Auxiliary units are most closely related to "real world" businesses in that they are expected to be self-supporting and charge fees that are related to the costs of providing goods or services. Major retail and service activities include the U of A Bookstore, Student Union food services, Residence Life student dormitories and family housing, Parking and Transportation parking permits and Sun Tran passes, UA Presents performances, U of A Press publications, and Intercollegiate Athletics events. Internal service departments that provide wholesale services to other departments on campus include Facilities Management's repair, maintenance, and custodial services; Printing and Publishing Support Services; Telecommunication's telephone services; and the University Research and Instrumentation Center's design and fabrication service. While many of the retail and service activity centers are located on Main Campus, they service AHSC as well. The College of Medicine has auxiliary units including Arizona Telemedicine and Biomedical Communications as well.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	843.2	860.0	877.3
Total Funding	843.2	860.0	877.3
FTE Positions	6.1	6.0	6.0

◆ **Goal 1** To promote health, wellness and safety by providing quality medical care to rural Arizona.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number served through Telemedicine (clinical & educational consultations)	70,000	72,000	80,252	82,000	84,000

Program Summary

COLLEGE OF MEDICINE, PHOENIX CAMPUS

Katie Van Renterghem, Planning Analyst
Phone: (520) 621-9723
A.R.S. § 15-1601

Mission:

To provide medical students with the knowledge, skills, and attitudes basic to the practices of medicine; to provide education and training programs for residents, graduate students, fellows, and other health professionals and practicing physicians; to work with clinical affiliates to teach and model interprofessional health care delivery; to make contributions to biomedical research; to model and promote innovations in patient care and disease prevention and cure, including utilization of the multidiscipline health care team approach; and to use biomedical informatics and work with industry to address quality and cost of health care.

Description:

The College of Medicine-Phoenix offers a professional program leading to the M.D. degree and graduate degree programs. The COM-PHX also supports the education of other health professionals and the public. The educational program leading to the M.D. degree is conducted at the Phoenix Biomedical Campus and at clinical sites located in Phoenix, Tucson, and throughout the State. The faculty members conduct research programs in molecular biology, clinical translational science, medical education, therapeutics, prevention, and clinical outcomes. It is a rapidly evolving leader in biomedical informatics and health care education and this will translate into a high quality education program regarding health care issues for all in the State and critically enhancing and improving on delivery of care to our citizens.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	23,256.2	23,256.2	23,256.2
Other Appropriated Funds	18,458.9	9,124.8	9,124.8
Other Non Appropriated Funds	96,699.4	105,057.1	117,163.2
Total Funding	138,414.5	137,438.1	149,544.2
FTE Positions	810.3	785.9	786.0

Agency Summary

DEPARTMENT OF VETERANS' SERVICES

Wanda A. Wright, Director
 Phone: (602) 255-3373
 A.R.S. § 41-601 et seq.

Mission:

To be the catalyst in response to the evolving needs of Arizona Veterans, Service Members and their families.

Description:

The Arizona Department of Veterans' Services (ADVS) assists Veterans, Service Members and their dependents with obtaining federal and State earned benefits. Veteran Benefit Counselors assist Veterans with a variety of Veterans Affairs (VA) disability claims, appeals, and referrals. The Department operates State Homes for Veterans (ASVH) and Veterans' Memorial Cemeteries (AVMC) throughout Arizona. The homes are self-funded, skilled-nursing facilities that provide short- and long term-care services to Veterans, their spouses, and Gold Star Family Members. The Department manages the State Approving Agency (SAA) that approves schools to offer curriculum to Veterans under the GI Bill. The Department also administers the Military Family Relief Fund (MFRF), the Veterans' Donation Fund (VDF), coordinates statewide services to eliminate homelessness among Veterans, decrease Veteran suicides, and increase employment opportunities for Arizona Veterans.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ ADMINISTRATION	20,819.9	8,327.4	8,498.4
➤ VETERANS' SERVICES	10,803.4	7,826.0	8,151.0
➤ STATE VETERANS' HOMES	23,336.4	58,207.0	60,559.5
➤ STATE VETERANS' CEMETERIES	2,253.3	3,289.6	3,335.2
Agency Total:	57,213.0	77,650.0	80,544.1
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	7,420.5	12,449.2	12,990.8
Other Appropriated Funds	20,244.8	60,559.5	62,912.0
Other Non Appropriated Funds	29,547.7	4,641.3	4,641.3
Total Funding	57,213.0	77,650.0	80,544.1
FTE Positions	778.8	798.8	798.8

Department of Veterans' Services

Fiscal Year 2023 Strategic Plan 2-pager

Agency Director:
Strategic Planner:
Last modified:

Wanda A. Wright
Scott Kurish
07/15/2022

Vision:

Arizona Veterans, Service Members and their families will have no barriers to benefits and services they have earned

Mission:

To be the catalyst in response to the evolving needs of Arizona Veterans, Service Members and their families.

Agency Description:

The Arizona Department of Veterans' Services (ADVS) assists Veterans, Service Members and their dependents with obtaining Federal and State earned benefits. Veteran Benefit Counselors (VBC) assist Veterans and other eligible claimants with a variety of Veterans Administration (VA) disability claims, appeals and referrals. The Department operates State Homes for Veterans (ASVH) and Veterans' Memorial Cemeteries (AVMC) throughout Arizona. The homes are self-funded, skilled-nursing facilities that provide short and long term care services to Veterans, their spouses and Gold Star Family Members. The Department manages the State Approving Agency (SAA) that approves schools to offer curriculum to Veterans under the GI Bill. The Department also administers the Military Family Relief Fund (MFRF), the Veterans' Donation Fund (VDF), coordinates statewide services to eliminate homelessness among Veterans, decrease Veteran suicides and increase employment opportunities for Arizona Veterans.

Executive Summary:

FY22 saw ADVS grow and achieve despite the continuing affects of the COVID virus. We saw the completion of construction on two new Veterans' homes and the recruitment and hiring of the two administrators. We completed hiring for our Nursing Home Regional Team which includes a Nursing Home Deputy Director, a Regional Director of Nursing, and a Regional Minimum Data Set (MDS) Coordinator. We also created a centralized billing function. At the same time, with hiring conditions being tough at best we have filled some other key positions in the Yuma facility. Our VBCs are now processing over 700 claims per month with an approval rate at over 92%. We are seeing nearly \$70 million per month in federal funds entering the state resulting from those claims. We have reached nearly 9000 high risk Veterans through media ads, pop up events and stand downs, connecting them to the help they need. We continue to use our budget wisely to protect our residents and staff as well as making needed repairs to our aging infrastructure. Staffing is still a concern and will be a strong focus in FY23. We made changes in our compensation package designed to attract and retain top talent to ensure the best services for those who have served us so well. FY23 will see 2 new ASVHs opening, Yuma in September 2022 and Flagstaff in March 2023. We will continue our partnership with the Arizona Department of Administration (ADOA) and the Arizona Department of Health Services (ADHS) to increase the hiring of Veterans in State jobs and reducing homelessness among all Arizonians with emphasis on Veterans, as well as, increasing our presence with high risk Veterans especially within our Tribal Communities.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Significantly reduce the Veteran suicide rate in Arizona	2018 with 2022 refresh	In FY22, ADVS defined High Risk Veterans and reached nearly 9000 to connect them to needed resources. We partnered with local media to run ads that encourage Veterans to find help. We opened 13 itinerate sites to expand our reach. Hired a Housing coordinator to support the increasing rise in veterans homelessness
2	Operate four long term care facilities that all carry 5-Star ratings	2018 with 2022 refresh	ASVH-P (Phoenix) and ASVH-T (Tucson) again achieved the US News and World Report's highest rating for the third straight year. Construction for ASVH-F (Flagstaff) and ASVH-Y (Yuma) has been completed. Both will open in FY23 using the Standardized Work deployed by ASVH-P and ASVH-T. ADVS continues it's partnership with ADOA and ADHS to combat COVID and provide safe conditions for residents and staff at our homes.
3	Support ADVS expansion through effective leadership, guidance, administrative and infrastructure services	2019	In FY22, ADVS continued to hone our AMS (Arizona Management System) Skills. We scored 4.4 on our latest assessment making us one of the state agency leaders. We strengthened our 1:1 process by measuring our Gemba walks for that process. We created or updated over 300 Standard Work documents to better serve our customers. IT keeps our risk score among the best in the State while creating innovations that have led to our teleworking success. Our HR team is navigating the challenging labor market and recruiting and hiring quality candidates. Our ADDs (Assistant Deputy Directors) gained expertise in managing their budgets while accepting customer compliments at a rate of 3 to 1 over customer complaints. ADVS has initiated several initiatives to ensure quality candidates are recruited and retained. All this is tied together by the dynamic leadership team that keeps us one step ahead at all times by anticipating and solving problems.
4	To be Arizona's proven top choice for Veterans' services	2017 with 2022 refresh	Arizona Veterans currently receive nearly \$70 million per month in VA monetary benefits, an increase of 17% over the last year. ADVS funded nearly 400 Veteran Tool Kits helping Veterans find jobs which doubled last year's count. ADVS increased direct services to Veterans to over 30,000 per month. ADVS granted over \$700K in MFRF money to aid Veterans in need. We increased our contacts with first time participants to nearly 6,000. ADVS has developed state and local partnerships to help Veterans find and maintain valuable employment and housing.

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Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
#1	Increase presence and awareness of benefits in rural and Tribal communities	<ul style="list-style-type: none"> • % of need with assigned resource • # of high risk Veterans reached • # of VBC referrals to Be Connected • # of Veterans using Virtual System • # of community and Tribal engagement points (Breakthrough) 	<ul style="list-style-type: none"> • Initiate regular engagements in Rural and Tribal Areas • Engage with high risk Veteran population • Develop Transportation Action Plan • Continue to hold Pop-up outreach events, incorporating Virtual VBC coverage • Team with DHS to implement Tribal Connectivity Program • Hire Tribal Veterans as VBCs • Secure the " Staff Sargent Fox" grant
#2a	Increase combined rating to an average of 5-Stars.	<ul style="list-style-type: none"> • Monthly quality of care score • Monthly census • # of nursing hours per resident • # of Registered Nurses (RN) hours per resident • Nursing positions filled 	<ul style="list-style-type: none"> • Maintain US News and World Report rankings for nursing homes • Implement staffing plan that cares for residents and increases cash flow • Start feasibility study for 5th home in Northwest Arizona • Implement nursing step plan
#2b	Ready ASVH-Flagstaff and ASVH-Yuma for opening.	<ul style="list-style-type: none"> • % of home opening milestones met (Breakthrough) • % of ASVH-Y positions filled • % of ASVH-F positions filled 	<ul style="list-style-type: none"> • Complete Monthly task list for both ASVH-F and ASVH-Y
#3	Bring staffing to desired levels. Effective use of our budget as our Agency expands.	<ul style="list-style-type: none"> • Funded vacancy rate • % of expenditures to revenue • % ADOA Security Control Adoption 	<ul style="list-style-type: none"> • Continue training each Assistant Deputy Director to manage their budgets • Develop a long term ADVS Facilities Maintenance plan and Budget • Maximize adoption of ADOA Security Control Policies • Review expenses for creative reductions • AMS Refresh • Manage Trust fund
#4	Increase seamless access to Veterans' Services Reach more Veterans	<ul style="list-style-type: none"> • Federal dollars leveraged • # of direct services provided • # of First Time customer contacts • # of New Rural community partner contacts • # of homeless Veterans who are not "service connected" in pilot program 	<ul style="list-style-type: none"> • Continue to redesign the MFRF process for efficiencies • Continue headstone alignment projects in all three State Veterans' Memorial Cemeteries • Deploy plan to increase first time customers • Participate in State Homelessness Breakthrough • Develop a "Justice Involved" Veterans tool kit • React to legislation providing scholarships for Veteran Spouses

Issue 1 Significantly reduce the Veteran suicide rate in Arizona

Description Arizona is home to over 500,000 veterans and their families. Arizona's overall general population risk of suicide is higher than the national average to begin with. We know from the Arizona Violent Death Reporting System that the risk of suicide is 3x higher for veterans and 4x higher for older veterans. The impacts of suicide and suicide attempts are far reaching on the individual, the family, our workplaces, our schools and our communities. Nationally, suicide and suicide attempts cost society \$70 billion per year in combined medical and work loss costs (<https://www.cdc.gov/violenceprevention/suicide/consequences.html>).

According to the 2017 Arizona Veteran Survey of almost 5,000 individuals, conducted by the Arizona Department of Veterans' Services and the Arizona Coalition for Military Families:

- 5% of service members and veterans had experienced moderate to severe stress in the week prior to the survey.
- 41% of veterans have had thoughts of suicide.
- 1 in 3 respondents know a service member or veteran who needs mental health care but is not getting it.
- Arizona's rural counties have a significantly larger percentage of veterans experiencing mental health conditions.
- 1 in 3 veterans have had traumatic experiences that put them at risk for elevated chronic physical and mental health conditions.
- 1 in 10 veterans are using substances to cope with trauma, depression and anxiety.

Solutions:

While the increased risk is alarming, Arizona has strengths as a state that we can build upon to address this important issue.

1. Veterans are a specific sub-population of the state that can be targeted for prevention, intervention and postvention strategies to address suicide risk.
2. Arizona has a strong military and veteran public/private partnership that has been actively working to connect people, organizations, systems and communities across the state since 2010 when the first Governor-appointed team started convening to focus on how we can best support all those who serve and their families. This provides a strong foundation upon which we can implement strategies.
3. Arizona partners have a track record of successfully decreasing suicide risk in the military community. In 2010, the Arizona National Guard experienced the highest rate of suicide ever within the organization. The "Be Resilient" program was implemented. The program focused on culture change, training and equipping, 24/7 support and increased access to resources. Throughout the three years the "Be Resilient" program was in operation at the Arizona National Guard, there were zero suicides and an increased utilization of the available resources.
4. Over the past three years, the key stakeholders in Arizona have developed the "Be Connected" program, a statewide suicide prevention effort focused on service members, veterans and their families. "Be Connected" builds upon the successful "Be Resilient" model and expands the reach to the entire military and veteran community statewide. "Be Connected" includes three components: Call - a 24/7 support line for everyone; Match - navigation to the right resources at the right time; Learn - in-person and online training to equip everyone in our community to help. "Be Connected" is being implemented in alignment with principles from the Arizona Management System.
5. "Be Connected" is being looked at as a best practice model for state-level suicide prevention with the military and veteran community. The key stakeholders continue to strengthen and evolve the program to benefit our community and for potential replication in other states.
6. Arizona appropriated \$1,225,500 for suicide prevention in FY20, FY21, FY22 and in \$1,226,100 in FY23; this appropriation allows the Department to continue to partner with non-governmental organizations and the Federal VA to expand the services described above. This is a critical time and opportunity to address this issue. The public and private sector partners have aligned efforts. The infrastructure to grow and expand "Be Connected" is in place. It is key to fully resource this effort now in order to reach and impact the hundreds of thousands of Arizonans who have served and now need support to fulfill their potential and continue to be thriving members of our community.

ADVS added 90 new partners through the Be Connected Roadshow. We expanded our reach offering services in rural areas. ADVS remains a national model through their efforts participating in the Governor's Challenge to reduce Veteran suicide. Be Connected calls increased by 9%.

ADVS will increase engagements with specialty partners and providers; deploy a plan to identify high risk Veterans; conduct Public Service campaigns; convert Transportation survey data to an Action Plan; identify a method to understand the characteristics of our served population and plan and hold Pop-up outreach events.

Issue 2 Operate Four Long Term Care Facilities that All Carry 5-Star Ratings

Description The Arizona Department of Veterans' Services (ADVS) currently operates two State Homes for Veterans; a 200-bed facility in Phoenix and a 120-bed facility in Tucson. Additionally, ADVS is building two new 80-bed skilled nursing homes for Veterans in Flagstaff and Yuma. ADVS broke ground and began construction of both facilities in June 2019 and expects to complete them by the end of 2021. Due to the COVID-19 pandemic, plans to open the new facilities were delayed. However, both of the newly constructed home are scheduled to open in FY23. After these new facilities are certified and begin operation, Arizona will have four State Homes for Veterans distributed throughout the State with a total of 480 beds available to serve Veterans and their families.

Arizona has been very supportive of Veterans needing this type of services and has allocated \$27.2 million (19.2 million from the General Fund and \$8 million from the State Homes for Veterans Trust Fund) to pay for its share of the cost to build and establish these new facilities in Flagstaff and Yuma. Although the Federal VA formula for determining State long-term care needs indicates that Arizona would require 1,520 long-term care beds in order to serve its veteran population in the year 2020 (38 CFR 59.40), Arizona has been able to secure the funding to build and establish new, modern facilities totalling 480 beds in the year 2021. Additionally, Arizona allocated in FY22 another \$25 million for the construction and establishment of another skilled nursing Veteran home in the north-western region of the State. This funding will pay for the 35% required as matching funds by the U.S. Department of Veteran Affairs.

In order to serve Veterans and their families requiring skilled nursing facilities with dignity and respect, ADVS will continue to improve all its quality and customer service measures to ensure a 5-Star rating for all four Homes. The State Home for Veterans in Tucson, which began operations in 2012, has held a 5-Star rating for four years and is in route to maintaining it for a fifth year. The Phoenix facility, which was rated as a 2-Star facility, has recently seen its rating raised to a 3-Star facility, an incredible achievement in less than three years. ADVS is implementing various strategies to be able to maintain Tucson's rating as a 5-Star, increase Phoenix from 3-Star to 5-Star and operate the new facilities in Flagstaff and Yuma as 5-Star facilities from their opening and certification forward.

Solutions:

Arizona State Veteran Home (ASVH) - Tucson has carried the 5-Star rating for four years while ASVH-Phoenix has risen to 4 Stars in Quality Measures. Both homes also achieved the US News and World Report's highest rating for the second straight year. Construction for ASVH-F and ASVH-Y are on schedule and will open in FY23 using the Standardized Work deployed by ASVH-P and ASVH-T. ADVS has partnered with ADOH to provide safe conditions for residents and staff at our homes.

ADVS will continue to increase advanced training opportunities for clinical staff; hone a business plan that promotes efficiencies to better serve our residents and staff to include Medicare/ Medicare Advantage Rehab services plan; maintain US News and World Report rankings for nursing homes; achieve 90% census at all homes and develop a Customer Service Survey

Issue 3 Support ADVS expansion through effective leadership, guidance, administrative and infrastructure service.

Description The Arizona Department of Veterans' Services (ADVS) received additional General Fund monies in FY20, FY21 and in FY22 for its suicide prevention program (\$1.2 million) and for a new trauma treatment services training program (\$450,000); additionally, ADVS continued construction of two new 80-bed skilled nursing facilities in Flagstaff and Yuma. ADVS also received additional funding in FY22 to increase services at all four State Homes for Veterans and fund 12 additional Veteran Benefits Counselor positions. Additionally, ADVS received a \$25 million appropriation for the construction and establishment of a new State Veteran Home in the North-Western region of the State; this funding is intended as the State's 35% match required by the U.S. Department of Veteran Affairs. These new programs and new facilities require additional resources and result in additional transactions in every area of Administration and operation.

The suicide prevention program (Be Connected) included funding for a coordinator to facilitate work between ADVS, non-governmental organizations working in this initiative and the Federal VA to ensure the successful continuation and expansion of Be Connected; ADVS has contracted a non-profit organization to provide direct services to the veteran population. The trauma treatment services training program operates as a grants program making the entire appropriation (\$450,000) available to uniquely qualified service providers; ADVS absorbs the cost to operate this program.

The establishment of the 80-bed facilities in Flagstaff and Yuma will require the creation and subsequent hiring of 263 FTEs (127 FTEs at each facility plus nine FTEs for oversight and support services). ADVS is currently authorized for 760.3 FTEs. In terms of the number of residents, ADVS is increasing the number of beds offered from 320 beds (200 beds in Phoenix and 120 beds in Tucson) to 480 beds (an additional 80 beds in Flagstaff and 80 beds in Yuma) or a 50% increase. Historically, ADVS serves approximately 293 residents (175 residents in Phoenix and 118 residents in Tucson) or 91 occupancy, but ADVS is working to increase its occupancy rate to at least 93% (469 out of 480 beds), which means a 60% increase in the number of residents served. Independently of how the data is analyzed, ADVS must prepare for a significant increase (at least 50%) in the volume of transactions, personnel and services provided to residents of the State Homes for Veterans.

Solutions:

ADVS developed staffing plans for the two new State Homes for Veterans in Flagstaff and Yuma to create and fill all needed positions in a timely basis, ensuring that positions are not filled too early either. ADVS will stagger hiring of the various positions needed to enhance all its policies, procedures and guidelines for new employees in new locations before those employees begin. Since managers and hiring supervisors should be able to select their teams and plan for their hiring as each location serves more veterans, ADVS will select those hiring managers following a hiring plan to ensure success according to the hiring plan.

Added transactions result from increased resources, including higher budgets and responsibilities for managing those budgets; therefore, ADVS has begun a training program for Assistant Deputy Directors in each Division including each State Home for Veterans Administrator to ensure that accurate financial information, interpreted correctly, is made available to each Division Head promptly. In that manner, decisions can be made more effectively and individuals can be held accountable for those decisions while promoting an agency enterprise approach for the administration of available resources.

In FY21, ADVS continued to hone our AMS Skills. We scored 4.4 on our latest assessment making us one of the state agency leaders. We strengthened our 1:1 process by measuring our Gemba walks for that process. We tracked and completed more CI projects than any prior year. IT keeps our risk score among the best in the State while creating innovations that have led to our teleworking success. Our HR team is successfully recruiting and hiring quality candidates for our current growth and our Purchasing team has accomplished miracles getting us the PPE and other supplies and contracts to help us thrive during the Pandemic. All this was tied together by the dynamic leadership team that keeps us one step ahead at all times by anticipating and solving problems.

ADVS will continue training each Assistant Deputy Director to manage their own budget; leverage the best practices learned from the COVID-19 crisis; develop a long term ADVS Facilities Maintenance plan and Budget and maximize adoption of ADOA Security Control Policies.

Issue 4 To be Arizona’s proven top choice for Veterans’ services

Description Approximately 13% of Arizona's population is veterans (around 500,000); this number does not include service members or families. The Arizona Department of Veterans' Services (ADVS) has 42 VBC positions, but only 30 of them are funded and filled. These employees serve over 52,900 veterans and their families each year (seven appointments per work-day, each VBC). However, many veterans and their families encounter barriers to accessing VBC services. The barriers include: distance, lack of transportation, lack of internet access for Virtual VBC appointments, long wait-times for an appointment (in some locations, as much as three weeks), VBCs having to turn away walk-in clients because they are already seeing other clients (appointments are offered), socioeconomic status and unawareness of VBC services.

VBCs are essential to carry out ADVS's mission by providing critical information, counsel, advocacy and assistance to Arizona veterans, their dependents and survivors. VBCs develop and file veterans' claims for benefits in the areas of disability, pension, insurance, education, home loans, social security, burial and other social services. VBCs, in fulfilling their responsibilities successfully, are able to generate Federal VA payments into the Arizona economy that may not be claimed otherwise. VBCs assistance to veterans bring over \$55 million each month or over \$660 million each year.

Solutions:

ADVS will actively pursue resources to increase the number of residents served at all four of its nursing home facilities; two currently operational (Phoenix and Tucson) and two currently under construction (Flagstaff and Yuma). ADVS invested and will continue to invest on better technology solutions to enhance the customer's experience while receiving services from ADVS remotely and for those who receive services at the State Homes for Veterans. Veterans Benefit Counselors (VBCs) are able to see clients virtually (through video conferencing solutions) throughout the State; this allows them to reduce the time clients have to wait them because a VBC in one area can see a client from the opposite side of the State, eliminating the need to travel for the client and the VBC. These enhanced services allow VBCs to increase the number of appointments which benefit more clients. Other technology enhancements being deployed will eliminate duplication of efforts, ensure all forms are completed correctly and eventually allow many clients to schedule their own appointments. Expedited access to information from clients ensures that VBCs have more time to see more clients and to provide more effective communication with each client seen.

Additionally, ADVS redesigned its Military Family Relief Fund processes to expedite applicants' emergency payments, ADVS will amend the Road Map to Veteran employment, ADVS developed and deployed an improved complaint process and initiate headstone alignment projects in all three State Veterans' cemeteries.

Arizona Veterans currently receive over \$59 million per month in VA monetary benefits, an increase of 9% over the last year. ADVS funded 189 Veteran Tool Kits helping Veterans find jobs. ADVS increased direct services to Veterans to over 38,000 per month. ADVS granted over \$311K in MFRF money to aid Veterans in need. We increased our contacts with first time participants to 5866. ADVS has developed partnerships with ADES and ADOA to help Veterans find and maintain valuable employment.

ADVS will continue to redesign the MFRF process for efficiencies; continue headstone alignment projects in all three State Veterans’ Memorial Cemeteries; develop and deploy a strategy to leverage the different types of Veteran community partners Modernize and maximize our technology; implement Website Modernization Plan; finalize the plan to increase community engagement points and deploy plan to increase first time customers.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	772.3	772.3	772.3
General Fund	8,932.8	8,932.8	8,932.8
Other Appropriated Funds	63,197.6	63,197.6	63,197.6
Non-Appropriated Funds	495.0	495.0	495.0
Federal Funds	1,000.0	1,000.0	1,000.0

Program Summary

ADMINISTRATION

Amy L Besco, Chief Financial Officer
Phone: (602) 234-5810
A.R.S. §§ 41-601 et. seq.

Mission:

To provide effective and accurate services to our customers and partners

Description:

The Administration Division provides supportive services to Veteran Benefits Counselors, Arizona State Veterans' Homes, Arizona Veterans' Memorial Cemeteries and all other services provided by the Arizona Department of Veterans' Services (ADVS). The Division is the backbone that ensures the rest of ADVS has the resources needed to assist veterans and their families. The units that make up the Administration Division include: Facilities Project Management, Financial Services, Human Resources, Information Technology, Loss Prevention, Procurement, and Administrative Support. These units provide training, guidance and assistance to other areas to ensure compliance with best practices and to gain an understanding of their operational needs to proactively address them while complying with all requirements.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,056.0	3,929.5	4,100.5
Other Appropriated Funds	0.0	2,352.5	2,352.5
Other Non Appropriated Funds	18,763.9	2,045.4	2,045.4
Total Funding	20,819.9	8,327.4	8,498.4
FTE Positions	46.8	46.8	46.8

◆ **Goal 1** To support ADVS expansion through effective leadership, guidance, administrative and infrastructure services

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Funded vacancy rate	24.2	15	50.7	25	12
Explanation: Number of positions vacant divided by the number of funded positions					
VBC turnover rate - This metric has been discontinued after FY22	4	5	3.89	n/a	n/a
Explanation: Calculation of positions vacated in comparison to positions filled for year					
Percentage of ASVH-Flagstaff positions filled - This metric has been moved to State Veterans' Homes program summary.	5.9	80	2	n/a	n/a
Explanation: Number of positions filled at the Arizona State Veteran Home (ASVH) - Flagstaff divided by the total number of funded positions at ASVH-Flagstaff					
Percentage of ASVH-Yuma positions filled. This metric was moved to State Veterans' Homes program summary.	5.9	90	26.9	n/a	n/a
Explanation: Number of positions filled at the Arizona State Veteran Home (ASVH) - Yuma divided by the total number of funded positions at ASVH-Yuma					
Percentage of expenditures to budget	89.9	95	98	99	99
Explanation: Actual dollars spent divided by appropriation.					
Percentage of ADOA Security Control Adoption	80	90	93	100	100
Explanation: Number of Arizona Department of Administration (ADOA) Security Control policies adopted by the Department divided by the number of ADOA Security Control policies.					
Number of standard work documents updated or created - This metric will not be used after FY22	250	300	335	n/a	n/a
Explanation: Hand count of the number of standard work documents updated or created and published by the Department.					

Program Summary

VETERANS' SERVICES

Gary Ochoa, Assistant Deputy Director
 Phone: (602) 234-8432
 A.R.S. §§ 41-603 et. seq.

Mission:

To provide the best advocacy and services in Arizona for Servicemembers, Veterans and their families in obtaining federal and state benefits for Veterans

Description:

The Arizona Department of Veterans' Services (ADVS) Veterans Services Division (VSD) advocates for and assists Servicemembers, Veterans and their family members with obtaining federal and state benefits they are entitled to. The Division consists of Regional Managers (RM) and Veterans Benefits Counselors (VBC) who assist customers with advocacy, claim preparation and submission, appeals and referrals; three Veterans' Memorial Cemeteries throughout Arizona; State Approving Agency (SAA) that qualifies schools to offer curriculum to Veterans under the GI Bill; and Quality Review Team (QRT) and Training and Information Manager who provide claim oversight, appeal hearing representation and training to Regional Managers, VBCs, Cemetery staff and other agency staff.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	4,429.0	6,602.8	6,927.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,374.4	1,223.2	1,223.2
Total Funding	10,803.4	7,826.0	8,151.0
FTE Positions	69.0	89.0	89.0

◆ **Goal 1** To be Arizona's proven top choice for Veterans' services.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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Federal VA Compensation & Pension Benefits Paid Monthly in Millions of Dollars to Veterans & Families Utilizing ADVS.	58.6	60	64.8	62.5	70
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Explanation: Monthly dollar amount in millions as reported by Federal VA and sent to Arizona Veterans and/or Spouses and families with ADVS or American Legion Power of Attorney.

Dollars received in donations. This metric is discontinued after FY22.	4,055.4	4,206.0	2,939.2	n/a	n/a
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Explanation: Hand count of dollars received in donations by the Department

Percentage of agency complaints resolved within the established timeframe. This metric is discontinued after FY22.	84.6	95	72.7	n/a	n/a
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Explanation: Number of agency complaints resolved within three business days divided by the total number of complaints received

◆ **Goal 2** To reach more Veterans

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Veterans and Families Provided Direct Service from ADVS	369,714	435,000	340,838	500,000	520,000
Explanation: Number of (clients) Veteran/Spouse/family member directly benefiting from agency services. (Veteran Benefits Counselors (VBC), State Veteran Cemeteries, Veterans Donation Fund (VDF), Military Family Relief Fund (MFRF), Emails responded to via website).					
Number of first-time customer contacts	N/A	4,200	N/A	4,500	4,550
Explanation: The number of Veterans who are being contacted by ADVS for the first time					
Number of agency complaints. This metric is discontinued after FY22.	103	144	152	n/a	n/a
Explanation: The number of complaints/concerns issued to our agency by our customers. Sum of complaints listed on Divisional scorecards.					
Number of new rural community partner contacts	N/A	12	N/A	18	20
Explanation: The number of new Veteran Service Partners located in rural areas that have itinerate sites					
Number of community and Tribal engagement points. Metric Discontinued after FY22	N/A	30	215	n/a	n/a
Explanation: The number of community and tribal contacts made to help Veterans.					

Program Summary

STATE VETERANS' HOMES

Kimberly Trotta, Deputy Director
Phone: (602) 234-8416
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 first Arizona State Veteran Home (ASVH) was opened in 1995 in Phoenix. The mission is to provide integrated health services that maximize the quality of life for each resident and allow residents to function at their highest level. That facility has designated 150 beds as skilled nursing care and 50 beds for a specialized wandering/dementia unit. The Tucson Home was opened in 2012 and provides 120 additional skilled nursing care beds to veterans in southern Arizona. The final critically needed approval by the U.S. Department of Veterans Affairs (VA) for the Tucson Home was received June 12, 2012. Arizona Department of Veterans' Services received an award from the US Department of Veterans' Affairs to establish two new State Homes for Veterans' facilities of 80 beds each in Flagstaff and Yuma. The Department broke ground for both facilities in June 2019 and they were completed during FY 21 with opening dates of September 2022 and October 2022.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	20,244.8	58,207.0	60,559.5
Other Non Appropriated Funds	3,091.6	0.0	0.0
Total Funding	23,336.4	58,207.0	60,559.5
FTE Positions	644.0	644.0	644.0

◆ **Goal 1** To Increase Combined Rating of all State Veteran Homes to an Average of 5 Stars

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent Combined Occupancy Rate at State Veteran Homes	66.9	75	63	n/a	n/a
Explanation: Combined average monthly census (occupancy) expressed as a percentage for each home; Phoenix 200 beds, Tucson 120 beds, Flagstaff 80 beds & Yuma 80 beds.					
Monthly census (occupancy)	214	360	201	432	432
Explanation: The total number of Veterans we care for in our nursing homes. Total number of beds occupied at the Tucson facility (120 beds available) plus Phoenix (200 beds), plus Flagstaff (80 beds) & Yuma (80 beds).					
Number of Medicare / Medicare Advantage Residents	N/A	5	2	n/a	n/a
Explanation: Number of residents charging Department services to Medicare or Medicare Advantage					
Monthly quality of care score	1,310	1,470	1,292.5	1,470	2,940
Explanation: Total points received from Monthly CMS Quality Care reporting					
Number of nursing hours per resident day	4.84	4.24	4.68	4.24	4.30
Explanation: Average number of daily hours of care the ADVS nursing staff and registry staff provides to each resident.					
Number of Registered Nurse (RN) hours per resident day	0.83	0.6	0.78	0.6	0.52
Explanation: The ratio of Registered Nursing hours expended per resident in house averaged between our two homes.					
Number of nursing positions filled across all facilities	0	0	n/a	391	391
Explanation: Number of nursing positions filled across all facilities					

◆ **Goal 2** To Ready ASVH - Flagstaff and ASVH - Yuma for opening

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of home opening milestones met - Both ASVH Flagstaff and ASVH Yuma will be open in FY23. This metric will no longer be used after FY23.	76.6	100	99	100	n/a
Explanation: Number of combined (ASVH-Flagstaff and ASVH- Yuma) of opening milestones divide to the total number of milestones					
Percentage of ASVH Flagstaff positions filled	0	0	2	60	95
Explanation: Number of positions filled at the Arizona State Veteran Home (ASVH) Flagstaff					
Percentage of ASHV Yuma positios filled	0	0	26.9	80	95
Explanation: Number of positions filled at the Arizona State Veteran Home (ASVH) Yuma					

Program Summary

STATE VETERANS' CEMETERIES

Gerardo Ochoa, Assitant Deputy Director
 Phone: (602) 234-8432
 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 Arizona Department of Veterans' Services (ADVS) operates three cemeteries; Southern Arizona Veterans' Memorial Cemetery (SAVMC) in Sierra Vista, State Veterans' Memorial Cemetery (SVMC) in Marana and SVMC in Camp Navajo. SAVMC in Sierra Vista opened in 2002 and was designed to meet the needs of southern Arizona veterans for the next 40 years. SVMC in Marana and SVMC in Camp Navajo were completed and began operations in the later part of FY16.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	935.5	1,916.9	1,962.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,317.8	1,372.7	1,372.7
Total Funding	2,253.3	3,289.6	3,335.2
FTE Positions	19.0	19.0	19.0

◆ **Goal 1** To Achieve "Best in Class" Rating in Dignified Burials

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of headstones installed and properly aligned	581	936	790	936	950

Explanation: Total number of headstones and markers aligned to ensure all are aligned annually

Program Summary

PUBLIC AND INTERGOVERNMENTAL AFFAIRS

Nicole Baker, Assistant Deputy Director
 Phone: (480) 369-9255
 A.R.S. § 41-601.D

Mission:

To increase awareness, understanding and support of the Department and its initiatives.

Description:

The Division plays a key role in enhancing the Department's reputation through interactions and outreach with the media, stakeholders, Federal, state and local government entities, community partners, veterans service organizations and Arizona's Veterans, service members and their families. The PIA Division also manages the Arizona Military Family Relief Funds (MFRF), Arizona Veteran Supportive Campuses (AVSC), Minority/Women Veteran Programs, Veteran Toolkit, Honorary Diploma Program, Trauma Treatment Services, community-based grants, Arizona Action Plan to End Homelessness Among Veterans, Arizona Roadmap to Veteran Employment, Tuition Waiver and other special initiatives designed to serve Arizona's military and Veteran community.

◆ **Goal 1** To make all Veterans and their families aware of ADVS and the resources available.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Track average time from voicemail to call back.	24	22	22	n/a	n/a
Explanation: Total number of hours taken to respond from the time a voice mail was left divided by the total number of calls					
Percentage of calls returned within established time frame	100	100	100	n/a	n/a
Explanation: Number of calls returned in timeframe divided by total amount of calls					
Percent of need with assigned resource	N/A	80	60	90	90
Explanation: The percentage of Be Connected caller needs that are assigned a resource that can fill that need					
Number of high-risk Veterans reached	N/A	12,000	11,775	12,000	12,100
Explanation: The number of Veterans who are at high risk of death by suicide reached by our staff and partners					
Number of Veterans requesting mental health referrals	N/A	120	22	n/a	n/a
Explanation: Number of Veterans who call our staff or partners that request referral to a mental health group					
Percentage of VBC referrals to Be Connected	N/A	80	71	90	90
Explanation: The number of times that at Veteran Benefits Counselor refers a customer to Be Connected to receive services divided by the total number of Veterans engaged per month.					
Number of Veterans using virtual system	0	0	n/a	15	30
Explanation: Number of Veterans using virtual system					

Agency Summary

VETERINARY MEDICAL EXAMINING BOARD

Victoria Whitmore, Executive Director
Phone: (602) 542-8150
A.R.S. § 32-2201

Mission:

To protect the health, safety, and welfare of Arizona citizens as well as the welfare of animals by the regulation of Veterinarians, veterinary Technicians, veterinary premises, and animal crematories.

Description:

The Veterinary Medical Examining Board is responsible for licensing Veterinarians, certifying veterinary Technicians, licensing veterinary medical premises, and licensing animal crematories. The Board administers examinations for Veterinarians and veterinary Technicians, inspects all fixed locations for veterinary medical premises and animal crematories, investigates complaints and violations, and takes appropriate regulatory disciplinary action to ensure the public's protection.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	0.0	0.0	0.0
Other Appropriated Funds	530.1	770.5	769.0
Other Non Appropriated Funds	0.0	0.0	0.0
Total Funding	530.1	770.5	769.0
FTE Positions	7.0	7.0	7.0

Issue 1 To continue to streamline internal processes and offer customers more online options, the agency needs to invest in and launch an e-licensing system.

Description The agency continually strives to increase efficiency, cost-effectiveness, and customer satisfaction. By providing an online solution for license applications, renewals, license verifications and other needs, all these objectives are expected to be enhanced.

Adding web-based capabilities for licensees to track their continuing education credits, notify the Board of address and employment changes, request license verifications, etc. would significantly improve customer satisfaction and save funds and staff resources. As well, the ability to apply for licenses online and provide payment is a critically needed improvement. As more of our licensees and applicants embrace online activities, the Board wants to be able to address their needs with the most time-efficient and cost effective methods available.

Moving to an affordable e-licensing system that allows configuration by Board staff with no coding, will immediately move the agency away from a heavy paper-based system. Managing, storing, retaining paper records is an outdated method of doing business.

Solutions:

In FY19, the agency began a detailed study of e-licensing/customer management software system options. This included reviewing costs, successes, and risks of systems used by other states' health care licensing boards and State of Arizona boards. In FY20-21, options were further narrowed. Funding was appropriated for launching the system in FY23; this is still on track.

Besides offering a streamlined online application process, the vision is to offer more online customer services, such as allowing licensees to update their address/employment information online, request license verifications, etc. As well, the back-end of such a system would have a customer (licensee) management component, capability to send group emails (such as renewal reminders), and generate form letters and licenses. The system should offer API capability to easily receive and share information, such as national test scores from the national exam providers.

Issue 2 To operate more efficiently and cost-effectively, while improving customer service, the transition away from paper documents is critical.

Description The agency has limited space for storing paper documents that must be kept for long timeframes. Keeping those documents safe from fire, flood, etc. is also a concern. The public and licensees increasingly expect instant access to public records via the website and other methods. Electronic management and easy retrieval of documents by staff will increase productivity, allowing more time for direct program-related activities. A project to procure and implement a document imaging/storage system is proposed.

Obtaining a high-quality document imaging/management system would provide many solutions. Retrieving and organizing records would be simplified, creating more efficient internal operations as well as enhanced customer satisfaction, as it is expected that more public records could be provided electronically or posted on the agency's website. Currently, most public records requests involve staff manually pulling a record file, photocopying needed pages, then mailing to the requestor.

Depending on the system obtained, it is possible that record retention management could also be automated by use of an electronic system with storage/destruction capabilities.

Solutions:

Procuring and implementing a document imaging/management system is planned to solve the issues noted and enhance the agency's capability to more quickly respond to public record and Board requests. As most organizations move to electronic documents as the norm, we expect that additional uses would follow in the next few years as well.

The document imaging/management system planning began in FY21. Part of the research prior to procuring a vendor involves study of state laws and best practices pertaining to digital records and how such a system could synchronize with an E-licensing system. An enterprise solution offered by the State, if available, will also be considered. Because this system may enhance or conflict with any future E-licensing systems, this project needs to follow the launch of an E-licensing system.

Issue 3 Few resources exist for licensees to seek support and treatment when challenged with substance abuse issues. Currently, Board staff implements and monitors Board Orders for individuals who have been ordered into treatment/monitoring.

Description As part of the Board's mission to ensure that veterinary professionals provide competent care to animals, taking action to assist a professional struggling with substance abuse issues is sometimes necessary. The Board has the statutory authority to develop a monitored treatment program specifically for the agency's licensees and certificate holders, in which they may confidentially enter if no other Board action is pending.

Solutions:

Efforts have been underway to research best practices in regulatory board diversion programs and consider partnerships with other boards to develop a treatment/monitoring program. Upon review, the agency determined that a program specific to each profession was more desirable to licensees. While costs for treatment, testing, and monitoring will be paid by the licensee, the agency will have expenses related to assistance needed from the program's medical director and staff for expert witness duties and other consultations.

Once implemented, the Board's resources to direct treatment and monitor licensees will be decreased, as the treatment/monitoring program's administrator will take on the majority of that role.

Issue 4 Personnel budget insufficient to accommodate staff progression through State Personnel System grade levels.

Description As the length of tenure of individual employees increases, those whose performance warrants it, should be able to move up through the State Personnel System's salary schedule. Currently, the agency budget is expected to allow small progression for the next 1-3 fiscal years; however, beyond that time period, the agency will be unable to appropriately and fairly compensate its staff. As most agencies and private businesses have encountered, it is challenging to attract and retain high performing employees. The agency needs to be appropriately funded to meet those future needs in order to continue to operate all functions at expected high professional levels.

Solutions:

Within the next 1-2 fiscal years, the Board is expected to request additional appropriation of its current revenues (the agency receives zero funding from the General Fund) to meet projected personnel and ERE budget needs.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	7.0	7.0	7.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	750,000.0	775,000.0	775,000.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

◆ **Goal 1** To license veterinarians, veterinary technicians, and premises in accordance with mandated timeframes.

Performance Measures	FY 2021	FY 2022	FY 2022	FY 2023	FY 2024
	Actual	Estimate	Actual	Estimate	Estimate
Premises licensed	201	180	226	200	200
Veterinary applications processed	260	275	290	275	275
Veterinary technicians certified	101	110	85	95	95
Administration as a % of total cost	8	8	7	7	7
Total number of premise renewals	895	0	0	900	0
Total number of veterinarians licensed annually, including renewals	2971	3070	3247	2925	3250
Total number of veterinary renewals in biennial renewal process. Reinstatements included.	2970	10	0	3045	0
Total number of technician renewals in biennial process. Reinstatements included.	1248	5	0	1195	0
Total certified technicians	1248	1,275	1373	1245	1272

- ◆ **Goal 2** To rapidly investigate complaints and provide enforcement to protect the public from incompetent service and unprofessional and unethical conduct.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of complaints resolved	139	110	173	150	150
Disciplinary actions	17	15	25	15	15
Average number of calendar days from receipt of complaint to resolution	194	202	143	180	180
Number of annual investigations conducted	85	85	147	130	130
Number of investigations resulting in enforcement action	20	15	26	20	20

- ◆ **Goal 3** To ensure that licenses are granted to competent professionals with high standards of professional and ethical conduct.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of disciplinary actions to number of licensed veterinarians	1	1	1	1	1
Total licenses, permits, and certificates issued (excluding renewals)	569	570	616	580	580
Percent of customers responding excellent or good on customer satisfaction survey	100	96	100	96	96

- ◆ **Goal 4** To ensure that the rules developed to license pet crematory facilities are met when licensing and thereafter.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of licenses issued for pet crematory facilities	3	1	1	1	1

Agency Summary

WATER INFRASTRUCTURE FINANCE AUTHORITY

Daniel A. Dialessi, CFA, Executive Director
 Phone: (602) 364-1314
 A.R.S. §§ 49-1201 to 49-1269

Mission:

To maintain and protect water quality and to ensure the affordability of basic community infrastructure.

Description:

The Water Infrastructure Finance Authority of Arizona (WIFA) is an independent Authority of the state that is authorized to finance the construction, rehabilitation, acquisition, and improvement of water infrastructure throughout Arizona. WIFA is governed by its board, which consists of nine voting members appointed by the governor and legislative leadership and nine non-voting ex-officio members representing legislative leadership and relevant agency heads.

The Authority administers the following federal and state capitalized programs: the Drinking Water State Revolving Fund, the Clean Water State Revolving Fund, the Water Supply Development Fund, the Water Conservation Grant Fund, and the Long-Term Water Augmentation Fund. Through these programs, WIFA protects current and future residents, the economy, and the environment of the state by funding a comprehensive water infrastructure strategy that protects water quality, ensures reliability and access to safe drinking water, conserves water, improves the efficiency and reuse of existing water resources, and augments existing water resources with new sustainable supplies of water.

As a “Bond Bank” and state investment authority, WIFA has several sources of capital that include bond offerings, federal grants, state appropriations, and the reinvestment of loan repayments. These funding sources allow WIFA to offer project financing at below market interest rates to invest in Arizona’s water future.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	290.0	10,000.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	157,240.2	288,254.3	288,254.3
Total Funding	157,530.2	298,254.3	288,254.3
FTE Positions	18.7	28.7	28.7

◆ **Goal 1** To award WIFA's resources in accordance with the needs of Arizona's Citizens.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of projects that have corrected or prevented public health or environmental problems (including projects which address non-compliance and maintainance of compliance).	30	4	22	4	4

◆ **Goal 2** To maintain the fiscal integrity of the Funds administered by WIFA and ensure continuous enhancement for future generations.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of total available funds invested.	99	99	99	99	99

◆ **Goal 3** To effectively and efficiently deliver financial and technical assistance.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of weeks from Board action to circulate draft loan documents.	0.5	1.5	.5	1.5	1.5
Average number of days for WIFA to process a disbursement request.	3.5	14	3.4	14	14

◆ **Goal 4** To market agency programs and advocate the importance of safe, reliable water through presentations, networking and outreach.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of conferences/outreach events attended/presented at per year.	30	4	35	4	4
Number of RWIC meetings attended or coordinated per year.	4	2	4	2	2

Agency Summary

DEPARTMENT OF WATER RESOURCES

Thomas Buschatzke, Director
 Phone: (602) 771-8500
 A.R.S. §§ 45-101 et seq.

Mission:

To protect, conserve, and enhance Arizona's water supplies by confronting water management challenges in a bold, thoughtful, and innovative manner.

Description:

The Department of Water Resources (DWR) administers the State's water laws through the compilation and analysis of water supply and demand data, coordination of research to augment water supplies for future demand, and development of policies that promote conservation and water availability.

DWR defends the integrity of the State water supply by overseeing surface water, groundwater, and Colorado River water supplies. As the technical experts for the State, DWR represents and supports the General Stream Adjudication proceedings and negotiates with national and international partners.

DWR protects Arizona against the loss of life and property through the implementation of the dam safety, flood warning, and floodplain management programs.

Agency Summary: (\$ Thousands)

Program	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
➤ AGENCY SUPPORT	8,268.5	9,996.7	9,681.4
➤ WATER RESOURCES AND STATEWIDE PLANNING	39,109.0	47,147.0	38,381.0
➤ DAM SAFETY AND FLOOD WARNING	1,387.8	2,591.3	2,119.4
Agency Total:	48,765.2	59,735.0	50,181.8
Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	17,866.5	25,364.5	25,014.5
Other Appropriated Funds	1,939.7	2,017.7	2,017.7
Other Non Appropriated Funds	28,959.0	32,352.8	23,149.6
Total Funding	48,765.2	59,735.0	50,181.8
FTE Positions	178.0	183.0	206.0

ADWR's Vision: Reliable Water Supplies to meet the Needs of Current and Future Arizonans

Mission: To safeguard the health, safety and economic welfare of the public by protecting, conserving and enhancing Arizona's water supplies in a bold, thoughtful and innovative manner.

Agency Description: ADWR administers the State's water laws through the compilation and analysis of water supply data, coordination of research to augment water supplies for future demand, and development of policies that promote conservation and water availability.

ADWR defends the integrity of the state water supply by overseeing surface water, groundwater, and Colorado River water supplies. As the technical experts for the state, ADWR represents and supports the adjudications proceedings and negotiates with national and international partners.

ADWR protects Arizona against the loss of life and property through the implementation of the dam safety, flood warning, and floodplain management programs.

Executive Summary:

ADWR has identified seven priorities to accomplish our mission:

Protect the Colorado River System by implementing the 500+ Plan and by continuing the Arizona Reconsultation Process .

Support General Streams Adjudication by performing a data quality check in the Verde River Watershed and starting modernization of SOC database.

Protect the Life and Property of Arizonans by assessing the statewide Arizona Flood Warning System for redundancies and resilience.

Improve the Accessibility and Accuracy of Arizona's Water Data by launching an Application Modernization initiative and by implementing best practices in records management that make data available online.

Advance Water Planning Priorities by adopting 5th Management Plans in all Active Management Areas (AMAs) and by utilizing new resources to obtain additional storage credits and reduce AAWS backlogs.

Recruit, Retain, and Develop Highly Skilled Personnel by improving manager and supervisor training.

Support Ongoing Drought Mitigation Measures by launching an initiative to complete annual water supply and demand assessments as specified by SB1740 (Laws 2022, Chapter 366).

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes (FY 2022)
1	Protect the Colorado River System	2017	Entered into agreement with federal and state governments for the "500+ Plan." Executed System Conservation agreements to implement "500+ Plan" for approximately 265,000 acre-feet.
2	Support General Streams Adjudication	2017	Completed 96% of court assignments before deadline. Collaborated with the Courts to create an expenditure plan for the new General Adjudication Personnel and Support (GAPS) Fund.
3	Protect the Life and Property of Arizonans	2017	Black Canyon and Jacques Dam proceeded with an assessment of their high hazard potential dams. Audited floodplain management programs of 15 communities. Completed Agua Fria study. Streamlined well capping program and capped over 200 unsafe open wells.
4	Improve the Accessibility and Accuracy of Arizona's Water Data	2018	Completed Phase 1 activities of the Data Quality Program with 11 business units and began Phase 2 activities. Established Depth to Water dashboard and Groundwater Level Changes dashboard. Selected a vendor for ADWR's Application Modernization project.
5	Advance Water Planning Priorities	2019	Published initial drafts of 5 th Management Plans (MPs) for all AMAs. Adopted Tucson AMA 5 th MP and conducted hearings for Prescott and Pinal AMA 5 th MPs.
6	Recruit, Retain, and Develop Highly Skilled Personnel	2018	Released an updated telework policy. Implemented an agency-wide salary adjustment in concert with an update of ADWR's job classifications. Obtained agency-owned equipment for employee use while teleworking.
7	Support ongoing Drought Mitigation Measures	2021	Drought Mitigation Board was created during the 2021 Legislative Session. During the 2022 Legislative Session, the Board functions were subsumed into the Water Infrastructure and Finance Authority (WIFA).

Arizona Department of Water Resources

Fiscal Year 2023 Strategic Plan 2-pager

Current Annual Focus

#+	FY23 Annual Objectives	Objective Metrics	FY 2023 Annual Initiatives
1	Reduce the risk of Lake Mead falling to critical levels	% probability of arriving at a critically low Lake Mead elevation of 1,020 feet or lower	1) Execute System Conservation agreements to carry out the “500+ Plan.” 2) Negotiate a Basin State alternative for post-2026 Colorado River operations.
2	Improve the accuracy and accessibility of data used to complete assignments for the Adjudications Court	% of assignments from the Adjudications Court completed by the deadline	1) Verify accuracy of database for 22,500 claims in the Verde River Watershed.
3	Transition to a proactive compliance model	# of proactive inspections conducted	1) Develop a written plan and standard work for proactive compliance. 2) Develop audit schedule for the Active Management Areas (AMAs).
3	Mitigate flood risk across Arizona	-Response time to requests for flood assistance	1) Assess Flood Warning Network for redundancies and resilience.
4	Increase the department’s menu of online services	# of licensing and other customer-facing processes developed and staged for release	1) Cleanse and prepare data to migrate licensing processes online. 2) Launch Application Modernization project.
4	Improve accuracy and accessibility of operational and reporting data	-% of the agency that has implemented an approved records management plan	1) Analyze records management status and implement best practices for digital and hard copy records. (Breakthrough)
5	Adopt 100% of 5 th Management Plans (MPs) for all 5 AMAs	% of 5th Management Plans Adopted	1) Plan and conduct statutorily required public hearings in each AMA. 2) Issue “Order of Adoption” and conservation notices for each AMA.
5	Purchase credits with \$1.2M in withdrawal fees authorized by FY23 budget	# of acre feet of credits purchased by the Water Bank using withdrawal fee monies	1) Research the entities selling water and # of credits available for purchase in May/June 2023.
5	Reduce backlog of AAWS applications while maintaining consumer protections afforded by the program	# of AAWS applications currently backlogged	1) Fill positions authorized by FY 2023 Budget, define training plan and document standard work for Hydrogeologist positions.
6	Increase supplemental training of staff in management and supervisory skills	Monthly % of supervisors with current-year training beyond required ADOA management training	1) Create and promote an inventory of supplemental training resources that enhance management and supervisory skills.
7	Initiate a program to complete annual water supply and demand assessments for groundwater basins	% of targets completed to launch a water supply and demand assessment program	1) Develop a plan, hire staff, and initiate a program to p ⁸⁵⁷ rm supply and demand assessments for groundwater basins.

5 Year Plan

Issue 1 Protect the CO River System

Description ADWR seeks to protect the Colorado River System and reduce the percentage probability of arriving at a critically low Lake Mead elevation.

Solutions:

To reduce the risk of Lake Mead falling to critical levels, ADWR will execute the System Conservation agreements to carry out the "500+ Plan" and negotiate a Basin State alternative for post-2026 Colorado River Operations.

For more information, see ADWR's Strategic Plan that is posted online.

Issue 2 Support General Streams Adjudication

Description ADWR provides technical and administrative support for the general streams adjudication. The agency's goal is to complete 100% of court assignments by deadline.

Solutions:

ADWR seeks to support the General Streams Adjudication proceedings by verifying database accuracy for 22,500 claims in the Verde River Watershed.

For more information, see ADWR's Strategic Plan that is posted online.

Issue 3 Protect Life and Property of Arizonans

Description ADWR seeks to protect life and property through implementation of a proactive compliance model and by mitigating flood risk across Arizona by responding to requests for flood assistance in a timely manner.

Solutions:

ADWR will develop a written plan and standard work for proactive compliance and will also develop an audit schedule for the Active Management Areas. Additionally, ADWR will assess the existing Flood Warning Network for redundancies and resilience.

For more information, see ADWR's Strategic Plan that is posted online.

Issue 4 Improve the Accessibility and Accuracy of Arizona's Water Data

Description ADWR seeks to increase public ability to query and retrieve quality data.

Solutions:

During FY 2021, ADWR will launch a major Application Modernization project that will increase ADWR's menu of online services. ADWR will also implement best practices for digital and hard copy records.

For more information, see ADWR's Strategic Plan that is posted online.

Issue 5 Advance Water Planning Priorities

Description ADWR seeks to advance its water planning priorities by adopting all remaining 5th Management Plans, purchasing credits with additional resources provided in the FY 2023 budget, and addressing backlogs within the Assured and Adequate Water Supply program.

Solutions:

ADWR will complete the official process to adopt the 5th Management Plans in the remaining Active Management Areas, and will fill positions authorized by the FY 2023 budget within the AAWS program.

For additional information, see ADWR's Strategic Plan posted online.

Issue 6 Recruit, Retain, and Develop Highly Skilled Personnel

Description ADWR has determined that supplemental training of staff in management and supervisory skills will be beneficial in recruiting, retaining, and developing highly skilled personnel.

Solutions:

In FY 2023, ADWR will create and promote an inventory of supplemental training resources that engage management and supervisory skills and track the percentage of supervisors that have received some of these training resources.

For additional information, see ADWR's Strategic Plan posted online.

Issue 7 Support ongoing drought mitigation measures

Description ADWR will provide support for ongoing drought mitigation measures.

Solutions:

ADWR will initiate a program to complete annual water supply and demand assessments for groundwater basins. In order to accomplish this, ADWR will develop a hiring plan and initiate a program to perform these assessments in the various groundwater basins.

For more information, see ADWR's 5-year Strategic Plan.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	206.0	206.0	206.0
General Fund	25,364.5	25,364.5	25,364.5
Other Appropriated Funds	2,017.7	2,017.7	2,017.7
Non-Appropriated Funds	22,776.6	22,776.6	22,776.6
Federal Funds	372.9	372.9	372.9

Program Summary

AGENCY SUPPORT

Lynne Smith, Deputy Director
 Phone: (602) 771-8500
 A.R.S. §§ 45-103, 45-105

Mission:

To provide the Department with efficient and cost effective centralized services to assist the Department in meeting its goals.

Description:

Agency Support provides the management support necessary to manage the Department efficiently. This program includes the following functional areas: budget, personnel, fiscal services, payroll, purchasing, mail delivery, copying, facilities, motor pool and information technology.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	7,023.8	9,140.1	8,878.8
Other Appropriated Funds	1,204.2	854.4	800.4
Other Non Appropriated Funds	40.5	2.2	2.2
Total Funding	8,268.5	9,996.7	9,681.4
FTE Positions	37.0	37.0	42.0

◆ **Goal 1** To recruit, retain, and develop highly skilled staff

◆ **Goal 2** To increase public ability to query and retrieve quality data

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Level of maturity as rated by a comprehensive model for data management practices.	2.45	2.6	2.67	2.75	2.8

◆ **Goal 3** To evaluate agency performance

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of transactions completed online	26	25	34.39	25	25
Number of accurate media hits about Arizona water sustainability per month	50	35	183	45	45
Number of ADWR newsletter subscribers	11,384	12,944	13,141	15,541	15,541

◆ **Goal 4** To establish a proactive compliance process

Program Summary	
WATER RESOURCES AND STATEWIDE PLANNING	
Clint Chandler, Deputy Director	
Phone: (602) 771-8500	
A.R.S. Title 45	

Mission:

To ensure a long-term, safe, sufficient and secure water supply for the state; to develop public policies which promote the efficient use and equitable distribution of water in an environmentally and economically sound manner.

Description:

This program is responsible for managing all surface water rights and groundwater rights. This program develops and implements water management plans, regulates water use, collects data necessary to assess water supplies, and provides technical and administrative support to the Arizona courts presiding over the General Stream Adjudication in Arizona. The program represents the State on Colorado River and interstate water issues and provides technical assistance to water users.

This Program Contains the following Subprograms:

- ▶ Groundwater Management
- ▶ Surface Water Administration and Adjudication
- ▶ Colorado River Management
- ▶ Statewide Planning
- ▶ Hydrology

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	10,323.1	15,249.5	15,082.7
Other Appropriated Funds	735.5	1,163.3	1,217.3
Other Non Appropriated Funds	28,050.3	30,734.2	22,081.0
Total Funding	39,109.0	47,147.0	38,381.0
FTE Positions	130.0	134.0	152.0

◆ **Goal 1** To reduce the lead time for processing applications

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average lead time (in days) for an application for Notice of Intent to Drill a Well	6	6	4.36	6	0

- ◆ **Goal 2** To track the volume of water deliveries stored by the Water Banking Authority for future use

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Cumulative volume (in acre feet) of water deliveries stored for future use by the Arizona Water Banking Authority	0	0	0	0	0

Explanation: FY 2023 target will not be available until December.

Subprogram Summary	
GROUNDWATER MANAGEMENT	
Clint Chandler, Deputy Director Phone: (602) 771-8500 A.R.S. §§ 45-104, 45-401 et. seq.	

Mission:

To achieve a long-term balance of water supply and demand on behalf of the citizens of Arizona by comprehensively managing, preserving and enhancing the groundwater supplies of the state.

Description:

This subprogram is responsible for developing and implementing groundwater management plans, regulations and grant programs which are designed to reduce groundwater use to meet the goals of the Active Management Areas. This subprogram includes groundwater rights management, well driller licensing and permitting, well construction and registries, and the measurement and monitoring of groundwater use and supplies throughout the state.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,798.1	2,923.6	5,502.4
Other Appropriated Funds	482.6	895.0	926.1
Other Non Appropriated Funds	7,716.9	8,016.0	8,016.0
Total Funding	10,997.7	11,834.6	14,444.5
FTE Positions	29.0	29.0	41.0

- ◆ **Goal 1** To advance water planning priorities

- ◆ **Goal 2** To track agency performance

Subprogram Summary	
SURFACE WATER ADMINISTRATION AND ADJUDICATION	
Clint Chandler, Deputy Director Phone: (602) 771-8500 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 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). This subprogram also maintains accurate water rights registries and records of hydrologic conditions to aid in effective management and planning of surface water supplies. This subprogram provides technical and administrative support to the Arizona courts presiding over the General Streams Adjudication in Arizona.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	2,850.3	6,822.3	3,317.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	646.7	1,576.0	1,576.0
Total Funding	3,497.0	8,398.3	4,893.3
FTE Positions	44.0	44.0	46.0

◆ **Goal 1** To support the General Streams Adjudication

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of assignments from the Adjudications Court completed prior to deadline	97	100	97	100	100

Subprogram Summary
COLORADO RIVER MANAGEMENT
Clint Chandler, Deputy Director Phone: (602) 771-8500 A.R.S. §§ 45-104, 45-105(A)(2), 45-107

Mission:
To promote, allocate, protect and comprehensively manage the rights to Colorado River water resources for the citizens of Arizona.

Description:
This subprogram is responsible for negotiating with other states, Native American tribes and the federal government on issues relating to the allocation, uses and protection of Arizona's entitlement of Colorado River water. This subprogram collects and evaluates data and information to support the preparation of recommendations regarding the protection and allocation of Colorado River water. This subprogram monitors and participates in the resolution of environmental issues arising out of Endangered Species Act designations within the Lower Colorado River Basin.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	463.0	466.0	597.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	16,480.5	16,320.0	7,600.0
Total Funding	16,943.5	16,786.0	8,197.3
FTE Positions	5.0	5.0	6.0

◆ **Goal 1** To advocate for policies that lead to conservation of water

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent Probability of Arriving at a Critically Low Lake Mead Elevation of 1,020 or Lower	11	10	50	10	10

Subprogram Summary

STATEWIDE PLANNING

Carol Ward, Deputy Assistant Director
Phone: (602) 771-8500
A.R.S. §§ 45-104, 45-105

Mission:

To propose water management strategies to preserve and enhance water supplies of the state 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 help to develop, protect and preserve the water supplies for the state.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	3,132.6	3,575.6	4,090.1
Other Appropriated Funds	252.9	268.3	291.2
Other Non Appropriated Funds	2,990.1	4,606.5	4,673.3
Total Funding	6,375.6	8,450.4	9,054.6
FTE Positions	43.0	47.0	50.0

- ◆ **Goal 1** To launch a water supply and demand assessment program

Subprogram Summary

HYDROLOGY

Jeffrey Inwood, Assistant Director
Phone: (602) 771-8500
A.R.S. §§ 45-104, 45-105

Mission:

To provide the Agency and citizens with timely and accurate hydrologic data collection and data analysis. The Division serves as the Agency's technical advisor on hydrologic and water resource issues to ensure that public policy is based on sound technical analysis.

Description:

This subdivision collects groundwater, surface water, microgravity and land subsidence data from thousands of wells and monitoring locations throughout the state. This subdivision develops, maintains and updates numerical groundwater flow models for the Active Management Areas and other areas of significant groundwater use. The collected hydrologic data and models are used by the agency to study past and present groundwater conditions; and to project future conditions in many of the major aquifers in the state. The hydrologic data and models assist water managers and other water information-users with both complex and everyday water resource planning and decision making. Hydrologic data, groundwater models and reports are published and available on the agency's website to the general public and water industry professionals.

Funding:	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	1,079.2	1,462.0	1,575.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	216.1	215.7	215.7
Total Funding	1,295.3	1,677.7	1,791.3
FTE Positions	9.0	9.0	9.0

◆ **Goal 1** To evaluate agency performance

Program Summary	
DAM SAFETY AND FLOOD WARNING	
Ravi Murthy, Chief Engineer	
Phone: (602) 771-8500	
A.R.S. §§ 45-1401 et. seq., 45-1501 et. seq.	

Mission:

To promote the management of floodplains and dams to reduce loss of life and damage to property.

Description:

This program is responsible for inspection and review of non-federal jurisdictional dams for compliance with safety standards, providing assistance to local flood management programs in the administration of the federal National Flood Insurance Program and designing statewide flood warning systems.

Funding:

	<u>FY 2022 Actual</u>	<u>FY 2023 Estimate</u>	<u>FY 2024 Estimate</u>
General Fund	519.6	974.9	1,053.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	868.2	1,616.4	1,066.4
Total Funding	1,387.8	2,591.3	2,119.4
FTE Positions	11.0	12.0	12.0

◆ **Goal 1** To protect the life and property of Arizonans

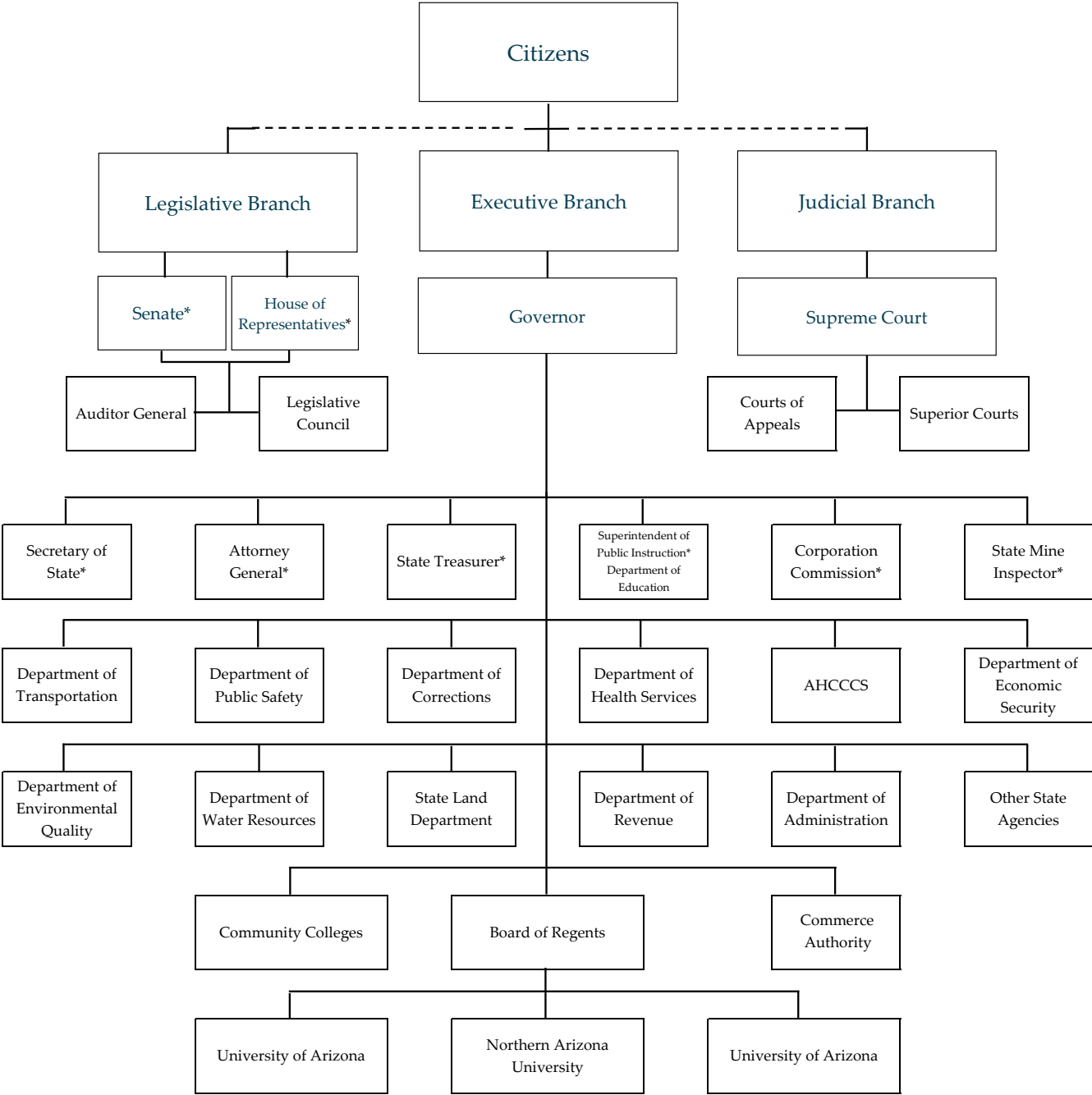
Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of high-hazard dams inspected	108	108	108	108	108

Explanation: The Department's goal is to inspect 100% of its high-hazard dams every fiscal year.

◆ **Goal 2** To evaluate agency performance

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of communities assisted with floodplain management programs	30	28	0	0	0

State Government Organization Chart



* Elected Officials

Glossary

Part 1: 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

A

accountability Monitoring, measuring, and evaluating the performance and progress of policies, plans and programs to ensure that results are achieved.

actual expenditure An expenditure 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 *below-the-line items* as authorized by the Legislature.

administrative adjustment 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 cost An expense 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.

AFIS The Arizona Financial Information System is the statewide accounting system maintained by the Department of Administration.

AHCCCS The Arizona Health Care Cost Containment System is the State's Medicaid program designed to deliver quality managed healthcare to qualifying individuals.

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*.

ALTCS The Arizona Long Term Care System is a single federally defined program providing services through two State agencies: AHCCCS, which serves the elderly and physically disabled, and the Department of Economic Security (DES), which serves the developmentally disabled.

annualization An adjustment, made to the current year funding base, that will allow a partially funded program to operate for a full year or accounts for a full-year of budget savings due to mid-year reductions.

appropriated fund The Legislatively mandated segregation of funds. It is used and monitored by the *General Accounting Office* as a separate self-balancing set of accounts.

Arizona Administrative Code (AAC) State agency rules of practice setting forth the nature and requirements of all formal procedures available to the public.

Arizona Revised Statutes (A.R.S.) The laws governing the State of Arizona.

B

base budget An adjusted budget base that reflects the current year appropriation, amended to include changes for *standard operating adjustments*.

below-the-line item A specific expenditure or budgetary account that has been singled out through the appropriation process to provide high visibility of expenditure. Also known as "special line item."

biennial budgeting A process that estimates revenues and appropriates funding for a two-year period.

block grant Allocations of federal money to a state or its subdivisions in accordance with a distribution formula prescribed by law or administrative regulation, for activities of a continuing nature within a restricted subject area (e.g., social services, maternal and child health, and childcare).

budget A financial plan that estimates the revenues and expenditures for a given period of time. (SEE ALSO: *capital outlay* and *operating budget*).

budget program Functions and activities of a *budget unit* or within a budget unit that are pre-planned to fulfill a distinct *mission*.

budget reform legislation Refers to the provisions contained in Laws 1993, Chapter 252; Laws 1994, Chapter 218; Laws 1995, Chapter 283; Laws 1996, Chapter 339; Laws 1997, Chapter 210, and Laws 2002, Chapter 210.

budget unit A department, commission, board, institution or other State organization receiving, expending, disbursing or incurring obligations against State funds.

C

capital outlay Expenditures for upkeep, preservation, development, improvement or acquisition of lands, buildings or certain associated equipment.

Capital Outlay Stabilization Fund (COSF) A fund into which rent monies collected from agencies occupying State-owned rental space are deposited. The monies partially offset building operating and maintenance costs.

Career and Technical Education Districts (CTEDs) Formerly known as "Joint Technical Education Districts (JTEDs)", are school districts that offer high school career and technical education programs to partner school districts.

¹ Italicized terms are defined in this Glossary.

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 program 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.

comptroller object An obsolete identifier that was formerly used in the statewide accounting system to identify the detailed revenue or expenditure account affected by a transaction; replaced in the new accounting system by *object*.

continuing appropriation An appropriation that is automatically renewed without further Legislative action, period after period, until altered, revoked or liquidated by expenditure.

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.

D

decision package A funding request made by State agencies.

defined contribution A predetermined contribution amount set aside for an employee's future retirement.

defined benefit plan A retirement plan in which contributions over time will provide a retiree with a predetermined amount of retirement income.

detail fund A fund designation used in the statewide accounting system to segregate agency-specific activity. The balance of an *appropriated fund* is comprised of the sum of all of its detail funds.

Disproportionate Share Hospital (DSH) A hospital that serves a disproportionate share of low-income and Medicaid patients, thereby qualifying for federal aid pursuant to Section 1923 of the Social Security Act. The federal basis for payments is either a reflection of a hospital's number of Title XIX in-patient days or a "low-income" utilization rate. States may also establish optional payment categories. Arizona has established optional groups that include county, State and private hospitals.

E

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 program 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.

Executive Issue An adjustment to the prior-year appropriation to change the scope of current programs or service levels.

expenditures See *actual expenditures*.

F

federal funds Amounts collected and made available to the State by the federal government, usually in the form of categorical or block grants and entitlement programs.

Federal Insurance Contribution Act (FICA) Requires employees and employers to make matching contributions into the Social Security fund.

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 (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.

free and reduced lunch (FRL) Meals provided at no cost or low-cost to public and nonprofit private schools and residential child care institutions through the federal meal assistance program known as the National School Lunch Program.

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.

G

General Accounting Office (GAO) A division of the Department of Administration that provides diverse statewide financial services and ensures compliance with related *statutes* and rules.

General Fund The primary State account into which monies are collected for the general purposes of government. The primary sources of revenues for the General Fund include sales taxes, income taxes and other taxes and transfers. The General Fund is also the major expenditure source from which agencies make payments for specified purposes.

I

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.

J

JLBC Staff The Legislative counterpart to the Governor's *Office of Strategic Planning and Budgeting (OSPB)*. The Joint Legislative Budget Committee Staff is often referred to as the JLBC but should not be confused with the Legislative committee of the same name. The JLBC Staff prepares an analysis of the Executive Budget as soon as it is presented to the Legislature. The analysis includes the JLBC Staff's recommendations for revisions in expenditures.

Joint Committee on Capital Review (JCCR) A Legislative committee created by Laws 1986, Chapter 85, to establish the Building Renewal Formula, approve the creation of Building Systems, and review the State Capital Improvement Plan. The JCCR is also responsible for reviewing all construction projects before commencement of the project. The JCCR consists of the following 14 members of the Legislature: Chairs of the House and Senate Appropriations Committees, majority and minority leaders from the House and Senate, four members of the House Appropriations Committee, and four members of the Senate Appropriations Committee.

Joint Legislative Budget Committee (JLBC) A Legislative committee consisting of the following 16 members of the Legislature: Majority Leaders of both the House and Senate; Chairs of both the House and Senate Appropriations Committees; Chair of the Senate Finance Committee; Chair of the House Ways and Means Committee; five members of the House Appropriations Committee; and five members of the Senate Appropriations Committee. The JLBC meets as often as is necessary to transact business related to fiscal management of the State's resources.

Joint Substance Abuse Treatment Program (JSAT) Also known as "Arizona Families First," JSAT is a substance abuse program jointly administered by the Department of Child Safety 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 Temporary Assistance for Needy Families (TANF) Block Grant recipients whose substance abuse is a significant barrier to obtaining or maintaining employment.

L

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.

M

Master List of State Government Programs *Budget reform legislation* requires *OSPB* to publish a "Master List" of programs run by or overseen by State government. Laws 2002, Chapter 210 slightly changed the format of the Master List and designated this annual submittal as the operational plan for State agencies and conformed to the budget cycles. Required information for each agency, program and subprogram includes the agency description, *mission* statement, strategic issues, and financial and *FTE* position information, as well as the description, *mission* statements, goals, and *performance measures* for all programs and subprograms.

means-tested program Eligibility to a public assistance program restricted by an applicant's income or other resources specified by law. Resources include bank accounts and similar liquid assets as well as real estate, automobiles and other personal property whose value exceeds specified financial limits.

mission A brief, comprehensive statement of purpose of an agency, program, or subprogram.

modified lump-sum appropriation A method of appropriation in which *Personal Services*, *Employee-Related Expenditures*, *All Other Operating Expenditures* and *below-the-line items* are specified in the appropriations bill.

modified standard adjustment The difference, as calculated by the agency, between the actual *Personal Services* base and the amount allocated for *Personal Services* by the agency in its expenditure plan. Any amount identified as a modified standard adjustment must be explained by the agency requesting the adjustment.

N

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*).

O

object The unit used in the State accounting system to identify, categorize and group governmental expenditures.

object category The aggregation of similar objects of expenditure or revenue in the State accounting system.

objective A specific and measurable target for accomplishing goals.

one-time adjustment A budget adjustment 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*, *Employee-Related Expenditures*, 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*

OSPB (Office of Strategic Planning and Budgeting) 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*.

other appropriated funds All amounts, excluding *General Fund* amounts, appropriated by the Legislature for predetermined uses. These include Special Revenue Funds, revolving funds, etc.

other operating expenditure According to the ARIZONA ACCOUNTING MANUAL, everything using an 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.

P

per diem compensation Compensation paid to board or commission members for their work. Per diem compensation is a daily rate set statutorily.

per diem travel Cost of meals and incidentals reimbursed to employees and board or commission members.

performance accountability A means of judging policies and programs by measuring their progress toward achieving agreed-on *performance targets*. Performance accountability systems are composed of three components: defining performance measures (including outcomes), measuring performance and reporting results.

performance measure Used to measure results and ensure accountability. (SEE ALSO: *input*, *output*, *outcome*, and *quality*).

performance target Quantifiable estimate 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* structure. Program budgeting is linked to planning and *accountability* through alignment of the structures and merging of the planning and budget information.

program enhancement An upward revision in the funding level of a specific program in order to enhance the level of services being provided by that program.

program structure An orderly, logical arrangement of an organization's programs and subprograms. This structure provides the

framework for planning, budgeting and strategic program authorization review.

Proposition 105 Voter Protection Act A 1998 voter-approved constitutional amendment that prohibits the Legislature from amending or repealing voter-approved referendums except under certain circumstances. Amendments to voter-approved language may only be passed by a three-fourths vote of the Legislature and must further the original intent of the voter-approved measure.

Proposition 108 A 1992 voter-approved constitutional amendment that requires a two-thirds vote of the Legislature to increase state revenues through taxation.

Proposition 123 Arizona Education Finance Amendment A 2016 voter-approved constitutional amendment that increased the total state land trust distribution contribution to the Permanent State School Fund from 2.5% to 6.9% to pay for new school construction debt service, school maintenance and operations, and Classroom Site Fund distributions.

Proposition 204 Medical Program A 2000 voter-approved AHCCCS program that expands eligibility to include individuals whose annual incomes are at or below 100% of the *FPL*. The program is funded through monies received by the State from the tobacco litigation settlement, tobacco tax funds, and the Hospital Assessment Fund.

Proposition 206 A 2016 voter-approved initiative that provides a series of increases in the Arizona minimum wage for private-sector employees and entitles most Arizona wage earners and salaried employees to paid sick leave.

Proposition 301 A 2000 voter-approved initiative that dedicates a six-tenths of a cent sales tax to Arizona education programs. The original Proposition 301 was set to expire in 2021; it was renewed legislatively until June 30, 2041 by Laws 2018, Chapter 74.

Q

quality A *performance measure* that reflects the effectiveness in meeting the expectations of customers and stakeholders.

R

receipt 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.

results-based funding An incentive program that rewards top performing public schools with funding for teacher salary increases, teacher professional development, and replication.

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.

revenue source The tax, fee or fine that generates income to a fund.

risk management The charges assessed by the Department of Administration to guard against the risk of loss by an employee or agency acting on behalf of the State of Arizona.

S

special line item See *below-the-line item*

standard adjustment Change to the current year's appropriation to arrive at the new year's base budget. Examples 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.

standard operating adjustment An adjustment to the base budget that includes annualization of programs partially funded by the Legislative appropriation during the current year; a one-time increase or decrease 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.

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 An integral component of a program that can be separately analyzed to gain a better understanding of the larger program.

subtask In AFIS, the element used to represent each of the subprograms of an agency as established by the Governor's Office and Legislature.

supplemental appropriation An appropriation granted for the current fiscal year. Agencies request a supplemental appropriation when the need for funding is urgent and cannot wait for the passage of the next regular appropriations act.

T

task In AFIS, the element used to represent each of the programs of an agency as established by the Governor's Office and Legislature.

tracking system A system that monitors progress, compiles management information and keeps goals on track.

U

uniform allowance An amount budgeted for specific agencies for the cost of uniforms required by the agency.

V

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.

Glossary

Part 2: Acronyms

A.R.S. Arizona Revised Statutes	APP Aquifer Protection Permit	CHILDS Children's Information Library and Data Source
AAC Arizona Administrative Code	APS Adult Protective Services	CIS Client Information System
ABOR Arizona Board of Regents	ARF Automation Revolving Fund	CJEF Criminal Justice Enhancement Fund
ACC Arizona Corporation Commission	ARRT American Registry of Radiological Technologists	CLIA Clinical Lab Inspections Act
ACDHH Arizona Commission for the Deaf and Hard of Hearing	ASDB Arizona School for the Deaf and the Blind	CMDP Comprehensive Medical and Dental Plan
ACJC Arizona Criminal Justice Commission	ASET Arizona Strategic Enterprise Technology	CMR Classification Maintenance Review
ACJIS Arizona Criminal Justice Information System	ASH Arizona State Hospital	CMS Centers for Medicare and Medicaid Services
ACW Arizona Center for Women	ASMI Arizona State Mine Inspector	COP Certificate of Participation
ADA Americans with Disabilities Act	ASPC Arizona State Prison Complex	COSF Capital Outlay Stabilization Fund
ADE Arizona Department of Education	ASPT Arizona State Parks and Trails	CPS Child Protective Services
ADJC Arizona Department of Juvenile Corrections	ASRS Arizona State Retirement System	CRIPA Civil Rights of Institutionalized Persons Act
ADM Average Daily Membership	ASU Arizona State University	CRS Children's Rehabilitative Services
ADMIN Administration	ATA Automobile Theft Authority	CSB Central Services Bureau
ADOT Arizona Department of Transportation	ATDA Arizona Technology Development Authority	CSMS Combined Support Maintenance Shop
ADP Average Daily Population	AVSC Arizona Veterans' Service Commission	CSO Correctional Service Officer
AERB Agriculture Employment Relations Board	AZAFIS Arizona Automated Fingerprint Identification System	CTED Career & Technical Education District
AFDC Aid for Families with Dependent Children	AZEIP Arizona Early Intervention Program	CTS Captioned Telephone Service
AFIS Arizona Financial Information System	AZGS Arizona Geological Survey	CWA Clean Water Act
AG Attorney General	AZPOST Arizona Peace Officer Standards and Training	CWRF Clean Water Revolving Fund
AGFD Arizona Game and Fish Department		DAAS Division of Aging and Adult Services
AHCCCS Arizona Health Care Cost Containment System	BIFO Border Infrastructure Finance Office	DBME Division of Benefits and Medical Eligibility
AHS Arizona Historical Society	CAE Commission on the Arizona Environment	DCS Department of Child Safety
AIDA Arizona International Development Authority	CAP Central Arizona Project	DCSS Division of Child Support Services
AIMS Adult Inmate Management System	CAP Child Abuse Prevention	DCYF Division of Children, Youth and Families
ALTCS Arizona Long-Term Care System	CBHS Children's Behavioral Health Services	DD Dually Diagnosed or Developmentally Disabled
AMA Active Management Area	CCDF Child Care Development Fund	DDD Division of Developmental Disabilities
ANSAC Arizona Navigable Streams Commission	CEDC Commerce and Economic Development Commission	DDSA Disability Determination Services Administration
AOC Administrative Office of the Courts	CERF Collection Enforcement Revolving Fund	DEA Drug Enforcement Account
AOOE All Other-Operating Expenditures	CHC Community Health Center	DEMA Department of Emergency and Military Affairs
APF Automation Projects Fund		

DEQ Department of Environmental Quality

DERS Division of Employment and Rehabilitative Services

DES Department of Economic Security

DFI Department of Financial Institutions

DHS Department of Health Services

DJC Department of Juvenile Corrections

DOA Department of Administration

DOC Arizona Department of Corrections

DOI Department of Insurance

DOR Department of Revenue

DPS Department of Public Safety

DRE Department of Real Estate

DSH Disproportionate Share Hospital

DUI Driving Under the Influence

DWR Department of Water Resources

EAC Eligible Assistance Children

EDP Electronic Data Processing

EEO Equal Employment Opportunity

ELAS Education Learning and Accountability System

ELIC Eligible Low-Income Children

EMS Emergency Medical Services

EMSCOM Emergency Medical Services Communications

EMSOF Emergency Medical Services Operating Fund

EPA Environmental Protection Agency

EPSDT Early Periodic Screening, Diagnostic, and Testing

ERE Employee-Related Expenditures

FES Federal Emergency Services

FFP Federal Financial Participation

FHAMIS Family Health Administration Management Information System

FICA Federal Insurance Contribution Act

FMAP Federal Matching Assistance Percentage

FMCS Financial Management Control System

FPL Federal Poverty Level

FTE Full-Time Equivalent

GAAP Generally Accepted Accounting Principles

GADA Greater Arizona Development Authority

GAO General Accounting Office

GDP Gross Domestic Product

GIITEM Gang and Immigration Intelligence Team Enforcement Mission

GITA Government Information Technology Agency

H.B. House Bill

HAP Hazardous Air Pollutant

HCBS Home and Community Based Services

HI Hearing Impaired

HMO Health Maintenance Organization

HRMS Human Resource Management System

HUD Housing and Urban Development

HURF Highway User Revenue Fund

ICA Industrial Commission of Arizona

ICAC Internet Crimes Against Children

IGA Intergovernmental Agreement

IHS Indian Health Service

IM 240 Inspection and Maintenance 240 Second Emission Test

IOCC Inter-State Oil Compact Commission

IP-CTS Internet Protocol-Captioned Telephone Service

IRM Information Resource Management

IRMG Information Resource Management Group

ISA Intergovernmental Service Agreement

ISD Information Services Division

ISP Institutional Support Payments

IT Information Technology

ITAC Information Technology Authorization Committee

IV&V Independent Verification and Validation

JCCR Joint Committee on Capital Review

JCEF Judicial Collection Enhancement Fund

JLBC Joint Legislative Budget Committee

JOBS Job Opportunity and Basic Skills

JTED Joint Technical Education District

LAN Local Area Network

LES Licensing and Enforcement Section

LGIP Local Government Investment Pool

LTC Long Term Care

MAG Maricopa Association of Governments

MAO Medical Assistance Only

MARS Management and Reporting System

MD Multiply Disabled

MDSSI Multiply Disabled Severely Sensory Impaired

MEDICS Medical Eligibility Determinations and Information Control System

MIPS Million Instructions per Second

MIS Management Information System

MNMI Medically Needy Medically Indigent

MVD Motor Vehicle Division

NADB North American Development Bank

NAFTA North American Free Trade Agreement

NAIC National Association of Insurance Commissioners

NAU Northern Arizona University

NLCIFT National Law Center for Inter-American Free Trade

NRCD Natural Resource Conservation District

OAH Office of Administrative Hearings

OGCC Oil and Gas Conservation Commission

OPM Office of Pest Management

OSHA Occupational Safety and Health Administration

OSPB Office of Strategic Planning and Budgeting

PAS Prior Authorization Screening

PASARR Pre-admission Screening and Annual Resident Review

PDSB Phoenix Day School for the Deaf

PERIS Public Employee Retirement Information System

PIJ Project Investment Justification

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

QTR Qualified Tax Rate

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

RMRF Risk Management Revolving Fund

ROC Registrar of Contractors

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

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

SNAP Supplemental Nutrition Assistance Program

SOBRA Sixth Omnibus Budget Reconciliation Act

SPAR Strategic Program Authorization Review

SPO State Purchasing Office

SPRF State Parks Revenue Fund

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

TLMF Trust Land Management Fund

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

VA Veterans Affairs

VEI Vehicle Emission Inspections

VI Visually Impaired

VOCA Victims of Crime Act

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

Resources

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[Openbooks](#), a searchable database of the State Accounting System

[Arizona Labor Market Statistics](#)

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[FY 2021 Appropriations Report](#)