

STATE OF ARIZONA

MASTER LIST OF STATE GOVERNMENT PROGRAMS

STATE AGENCIES' FIVE YEAR STRATEGIC PLANS

AND

CABINET AGENCIES' STRATEGIC PLAN SUMMARIES



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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 2028. 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 2025.

State Agencies submitted their Five Year Plans and program information on September 1, 2023, prior to the creation of the next Governor's Executive Budget that will be released in January 2024. The two-page summaries of the cabinet agencies' strategic plans were completed in July 2023 in preparation of each agency's operations in FY 2024.

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 recommendation 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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Certification, Registration, and Regulation	1,796.7	2,230.4	2,230.4
Total	1,796.7	2,230.4	2,230.4

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	1,796.7	2,230.4	2,230.4
Total	1,796.7	2,230.4	2,230.4
FTE Positions	13.00	14.00	14.00

All dollar amounts are expressed in thousands, as requested by agencies.

Issue: Online Registration

Description: The Board currently has an online renewal registration for CPAs to submit biennial registration via our website. CPAs are required to renew every two years in their birth month in an even or odd numbered year based on whether the year they were born was an odd or even numbered year. This application needs to be updated to include initial registrations and prorated renewal registrations which are currently PDF fillable forms. When a CPA is initially certified by the Board, they do an initial registration and pay a prorated registration fee for the time between their issue date and their renewal due date. Similarly, CPAs do a prorated registration which prorates the continuing professional education requirements between their issue date and their renewal due date. Further, the online registration needs to handle reinstatements from cancelled, expired, relinquished, or revoked status and reactivations from inactive or retired status. The goal is to have a single registration system that is dynamic and sophisticated enough to handle the various types of registration scenarios.

The Board would also like to create an online registration process for CPA firms, CPA firm reinstatements, and CPA firm name changes.

Solutions:

CPA Registration

1. Enhance the Board's Accountancy Regulatory Management System (ARMS) which is the board's database to include data elements like registration terms that are needed to be able to program the applications with enhanced features. The following modules must be modified or created for the new functionality and data elements.

- a. Modify the Certification tab
- b. Modify the CPA tab > CPA Information tab and Payments
- c. Create a CPA tab > Registration Information tab
- d. Create a CPA tab > Reinstatement Information tab

2. Modify the following batch jobs that send data from ARMS up to the CPA registration app:

- a. aPROD-01-CPA Renewal – Ver 1_1_1
- b. aPROD-03-Process Newly Qualified CPAs for a Portal Login Letter
- i. Design how to assign an account before CPAs are assigned a certificate

3. Modify the following batch jobs that send data from the CPA registrations down to ARMS:

- a. aPROD-02-Post Payments to AIMS Nightly Job
- b. aPROD-04-Data Warehouse Nightly Job
- c. aPROD-05-Post Business Day Accepted To Payments Tbl
- d. aPROD-08-CPA Renewal – Process Terms Around Reinstatements
- e. aPROD-12-Update ARMS with AIMS data

4. Enhance the coding in the CPA registration to be able to support the new functionality:

- a. Modify Submit, e-File and Print pages to accommodate prorated fees and fee discount
- b. Modify renewal's CPE Tracking page to accommodate prorated CPE hours
- c. Modify CPE List's CPE Tracking page to accommodate prorated CPE hours
- d. Remove S-type firm renewals from the CPA renewal and modify the Employment page

5. Identify and modify impacted CPA reports:

- a. Online Renewal Mgmt > Login Letter – Newly Qualified CPAs
- b. Online Renewal Mgmt > Pro Rates CPE Renewals
- c. Registrations Due > CPA Registrations > Biennial Registration Status
- d. Registrations Due > CPA Registrations > Biennial Registration Summary
- e. Registrations Due > CPA Registrations > Biennial Reg Due For Email

-
- f. Registrations Due > CPA Registrations > Initial Registration Summary
 - g. Registrations Due > CPA Registrations > Pro-Rated Registrations Renewals List

- 6. Roll out the CPA registration app to new user groups
 - a. Modify the user guide and train staff on customer support for modified CPA registrations
 - b. Change the business workflow process concerning more online CPA registrations
 - c. Communicate new registration process to a subset of CPAs

CPA Firm Registration

1. Enhance the Board's Accountancy Regulatory Management System (ARMS) to include data elements like registration terms that are needed to be able to program the applications with enhanced features. The following modules must be modified or created for the new functionality and data elements.

- a. Create a Firm Application tab
- b. Modify the Firm tab > Firm Information tab and Payments
- c. Modify the CPA tab > CPA Information tab to link to individually owned firms
- d. Create a Firm tab > Registration Information tab
- i. Accommodate prorates terms for S-type firms (synced to CPA's terms)
- e. Create a Firm tab > Reinstatement Information tab

2. Create the following batch jobs that send data from ARMS up to the firm registration app:

- a. aPROD-21-Firm Registration
- b. aPROD-23-Process Newly Qualified Firms for a Portal Login Letter
- i. Design how to assign an account before firms are approved as a CPA firm

3. Create the following batch jobs that send data from the firm registrations to ARMS:

- a. aPROD-22-Post Firm Payments to ARMS
- b. aPROD-24-Data Warehouse Update for Firms
- c. aPROD-25-Post Business Day Accepted To Firm Payments
- d. aPROD-28-Process Firm Terms Around Reinstatements
- e. aPROD-26-Update ARMS with Firm Registrations
- f. aPROD-27-Update Firm Contact Info
- g. Modify aPROD-16-Sync Azure File Share for firm registrations

4. Modify the Login page

- a. Create firm accounts for owners

5. Create a firm Account Login page

6. Create a CPA firm registration application.

- a. Cover page
- b. Business/Firm Name page
- c. Business/Firm Contact Info page
- d. Firm Qualifications page
- e. Disciplinary Actions page
- f. Peer Review page
- g. Affidavit page
- h. Attest and Compilation Services page

i. Submit, e-File and Print pages for firms

7. Create and modify impacted firm reports:

- a. ARMS > Firm > New Issued Firms
- b. ARMS > Firm > Biennial Reg Past Due
- c. Online Renewal Mgmt > Login Letter – Newly Qualified Firms
- d. Online Renewal Mgmt > Pro Rated Firm Renewals
- e. Online Renewal Mgmt > S.P. and Individual Firms Submitted Online
- f. Online Renewal Mgmt > Update S.P. and Individual Firm Contact Info Exceptions
- g. Registrations Due > Firm Registrations > Biennial Reg Due For Email
- h. Registrations Due > Firm Registrations > Registrations With No Payments Entered

8. Roll out the new firm registration app

- a. Create a user guide and train staff on customer support for new firm registration app
- b. Change the business workflow process concerning online firm registrations
- c. Communicate new registration process to firms

Issue: 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 completed additional webforms for license verifications, CPA cancellations, CPA firm cancellations, Notice to Schedule Extensions, and Conditional Credit Extensions. The web forms provide the following customer service, convenience, and efficiency improvements:

- a. Web forms are dynamic based on user responses which provides for a clean, streamlined user experience.
- b. Web forms can be saved and finished later.
- c. Web form attachments can be uploaded as required.
- d. Web forms provide data validation to ensure it is complete and accurate before the webform will be accepted.
- e. Web forms 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. Web forms ensure no lost or misplaced paperwork. The webform is accessed through the Internet via a secured connection and established profile.

Solutions:

1. Create a Reissuance of CPA Certificate Form
2. Create a Consumer Complaint Form
3. Create a Public Records Request Form

Issue: Arizona Strategic Enterprise Technology Policies, Standards, and Procedures

Description: Information Technology (IT) Policies, Standards, and Procedures are based on ADOA-ASET strategies and frameworks. They provide a comprehensive framework of business principles, best practices, technical standards, migration, and implementation strategies that direct the design, deployment, and management of IT for the State of Arizona. The Board must understand state PSPs, adopt agency PSPs, identify PSP gaps and mitigate the gaps given our limited time, resources, and expertise.

Solutions:

1. Review all the state's PSPs as follows:
P1000 - IT Governance
P4400: Data Governance
P5000: Collaboration and Communication
P6000: State Data Center

2. Develop agency specific policies
3. Determine gaps
4. Mitigate gaps

Issue: 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.S 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 Oeansing Strategy
 - 1.5.1 Define data cleansing rules for a consistent approach
 - 1.5.2 Define data deansing guidelines on how to apply the rules
 - 1.5.3 Train employees on data deansing rules and guidelines
- 2.0 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)
- 3.0 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 deansing (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 deansing meets our acceptance levels
 4.2 Department of Administration approves our implementation plan, data quality policy and deansing
 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

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	14.0	14.0	14.0
Other Appropriated Funds	2.2	2.2	2.2

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To assist candidates in applying for the Uniform CPA examination so that the candidate can successfully complete the exam.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of exam candidates approved by Board to sit for the Uniform CPA exam	565	593	571	568	568

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of applicants reporting excellent or good service	95	95	96	95	95
Number of certificates issued	429	422	376	403	403
Number of firms registered	37	36	39	38	38
Number of firms renewed (excluding sole practitioners)	445	459	462	454	454

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of revocations and relinquishments	11	9	8	10	10
Number of compliance files established	228	230	275	252	252
Number of compliance files that resulted in discipline	86	97	78	82	82
Number of compliance files that resulted in administrative letters of concern	9	9	10	10	10

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	194.9	200.6	200.6
Total	194.9	200.6	200.6

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	(0.0)	0.0	0.0
Other Appropriated Funds	194.9	200.6	200.6
Total	194.9	200.6	200.6
FTE Positions	1.00	1.00	1.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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: 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:

The Board is considering changes that may be necessary in statute to reduce regulatory burdens. For instance, the Board is planning to introduce a bill in this upcoming session 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.

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.

Issue: Health care profession and provider changes.

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:

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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	2.0	2.0	2.0
Other Appropriated Funds	215.0	220.0	225.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To handle consumer complaints in an efficient manner.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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: To ensure that investigations are handled in an efficient manner.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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.	100	100	0	100	100
Percent of investigations resulting in disciplinary enforcement	0	25	0	25	25

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of applications received	66	118	0	118	118
Number of renewals issued	650	670	0	680	680
Auricular Acupuncture Certificates Issued	6	10	0	10	10
Total number of licensees	694	705	0	715	715
Total number of auricular acupuncture certificate holders	35	45	0	50	50

Agency Summary

Department of Administration

Elizabeth Thorson, Cabinet Executive Officer

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, the Department of Administration (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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administration	5,211.6	6,059.7	8,559.4
General Accounting	106,857.5	77,385.1	21,997.0
State Procurement	7,786.4	8,902.1	8,902.1
Benefits Services Division	935,223.2	1,060,828.4	1,134,665.6
Human Resources Division	14,466.3	19,537.3	18,088.1
Arizona Strategic Enterprise Technology Office	59,185.0	77,367.7	84,318.6
Risk Management	74,271.8	133,044.0	135,022.5
General Services Division	52,686.8	107,112.7	70,197.8
School Facilities Board	584,282.5	1,078,432.5	530,672.9
Total	1,839,971.1	2,568,669.5	2,012,423.9

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	376,273.7	401,307.4	436,686.2
Other Appropriated Funds	154,210.6	224,188.3	238,385.5
Other Non-Appropriated Funds	1,309,486.8	1,943,173.8	1,337,352.2
Total	1,839,971.1	2,568,669.5	2,012,423.9
FTE Positions	490.96	485.80	562.80

All dollar amounts are expressed in thousands, as requested by agencies.

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. Strengthen Core Business Services
2. Build and Support The Future Enterprise of State Government
3. Develop the State of Arizona into an employer of choice

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Strengthen Core Business Services	2023	<ul style="list-style-type: none"> New Multi-Year Strategy
2	Build and Support The Future Enterprise of State Government	2023	<ul style="list-style-type: none"> New Multi-Year Strategy
3	Develop the State of Arizona into an employer of choice	2023	<ul style="list-style-type: none"> New Multi-Year Strategy

Department of Administration

Fiscal Year 2024 Strategic Plan 2-pager

Current Annual Focus

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
1 - Strengthen Core Business Services	- Develop Project Management Excellence (PME)	- Milestone Base Metric	- Define and Implement the PME start-up plan - Develop a governance model/structure for the ADOA PME - Determine staffing plan for the ADOA PME
	- Develop an Enterprise Response “Seal” Team	- Milestone Base Metric	- Define and Implement the Enterprise Response “Seal” Team - Gather data to identify primary enterprise response
	- Develop an Office of Internal Audit (OIA)	- Milestone Base Metric	- Develop a comprehensive OIA plan - Establish an evaluation process to identify the agency’s highest operational audit needs to strengthen and improve internal processes - Develop a staffing strategy to deliver on the objectives of the OIA
	-Innovation Management Plan (Procurement)	- Milestone Base Metric	- Contract Management Improvement - Improve the Small Business engagement process - Procurement Review Board
	- Foster a Data and Metric driven culture, where they are central to decision making and service delivery	# of staff validated in data and metric use for decision making	- Training to be developed in the use of data and metrics in decision making - Validated per ADDIE model through certification/testing
	- Re-focus the Continuous Improvement Office to adopt human-centered design principles, tools and methods in our process improvement efforts	# of activities that incorporate HCD	- Incorporate the 4 principles of Human Centered Design in our A3 and continuous improvement materials - Define which project types benefit from HCD
	- Increase agency and stakeholder outreach	- Milestones to target #	- Complete at least two executive level outreach engagements with each agency within the FY 24
2 - Build and Support The Future Enterprise of State Government (IT and Infrastructure)	- HRIS Modernization - New System Implementation	- Milestone Base Metric	-Complete final phase of the Implementation timeline
	- Capitol District	- Milestone Base Metric	- Development of the Governmental Mall strategy
	- Reduce School Facilities Inspection Backlog	- # of Inspections	- Define Root Cause of Backlog
	- Define the School Facilities inspection schedule	- Milestone Base Metric	- Develop a fast track backlog burndown solution
	- Integrate EO requests for safety improvements within MAG Breakthrough Objective		- Establish relevant data for schedule and inventory evaluation
- Vision for Smart State	- Milestones to target number	- Health of Statewide IT Infrastructure -Improving IT Customer Experience and Interface	
- Green Government Initiative	- Target set by EO to come of eligible buildings to comply with the Green Government Initiative	- Establish scope and targets for reducing CO2 emissions. - Assist primary agency with structuring this project	
3- Develop the State of Arizona into an employer of choice (Human Resources & Benefits)	- Ensure agencies have access to human resources solutions that meet their operational needs - Provide a robust total compensation package	- % of job functions having defined parity as a quarterly target	- Begin and complete 75% of statewide compensation study by June 30, 2024. - Rollout expansion of paid family leave to all state agencies by December 2023 - Begin RFP for a new health insurance benefits offering

5 Year Plan

Issue: Fiscal Year 2024 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:

Strengthen Core Business Services

Build and Support the Future of State Government

Develop the State of Arizona into an Employer of Choice

Issue: Fiscal Year 2024 Strategic Plan 2-pager (Page 2)

Description: Current Annual Focus

Solutions:

Strategy #1 - Strengthen Core Business Services

Annual Objective:

Develop Project Management Excellence (PME)

Annual Initiatives:

Define and Implement the PME start-up plan

Develop a governance model/structure for the ADOA PME

Determine staffing plan for the ADOA PME

Strategy #1 - Strengthen Core Business Services

Annual Objective:

Develop a Statewide Rapid Response Team

Annual Initiatives:

Define and Implement the Statewide Rapid Response Team

Gather data to identify primary response

Strategy #1 - Strengthen Core Business Services

Annual Objective:

Develop an Office of Internal Audit (OIA)

Annual Initiatives:

Develop a comprehensive OIA plan

Establish an evaluation process to identify the agency's highest operational audit needs to strengthen and improve internal processes

Develop a staffing strategy to deliver on the objectives of the OIA

Strategy #1 - Strengthen Core Business Services

Annual Objective:

Foster a Data and Metric driven culture, where they are central to decision making and service delivery

Annual Initiatives:

Training to be developed in the use of data and metrics in decision making

Validated per ADDIE model through certification/testing

Strategy #1 - Strengthen Core Business Services

Annual Objective:

Re-focus the Continuous Improvement Office to adopt human-centered design principles, tools and methods in our process improvement efforts

Annual Initiatives:

Incorporate the 4 principles of Human Centered Design in our A3 and continuous improvement materials

Define which project types benefit from HCD

Strategy #1 - Strengthen Core Business Services

Annual Objective:

Increase agency and stakeholder outreach

Annual Initiatives:

Complete at least two executive level outreach engagements with each agency within the FY 24

Strategy #2 - Build and Support the Future of State Government

Annual Objective:

HRIS Modernization - New System Implementation

Annual Initiatives:

Complete final phase of the Implementation timeline

Strategy #2 - Build and Support the Future of State Government

Annual Objective:

Capitol District

Annual Initiatives:

Development of the Governmental Mall strategy

Strategy #2 - Build and Support the Future of State Government

Annual Objectives:

Reduce School Facilities Inspection Backlog

Define the School Facilities inspection schedule

Integrate EO requests for safety improvements within MAG Breakthrough Objective

Annual Initiatives:

Define Root Cause of Backlog

Develop a fast track backlog burndown solution

Establish relevant data for schedule and inventory evaluation

Strategy #2 - Build and Support the Future of State Government

Annual Objective:

Vision for Smart State

Annual Initiatives:

Health of Statewide IT Infrastructure

Improving IT Customer Experience and Interface

Strategy #2 - Build and Support the Future of State Government

Annual Objective:

Green Government Initiative

Annual Initiatives:

Establish scope and targets for reducing CO2 emissions

Assist primary agency with structuring this project

Strategy #3 - Develop the State of Arizona into an Employer of Choice

Annual Objectives:

Ensure agencies have access to human resources solutions that meet their operational needs

Provide a robust total compensation package

Annual Initiatives:

Begin and complete 75% of statewide compensation study by June 30, 2024.

Rollout expansion of paid family leave to all state agencies by December 2023

Begin RFP for a new health insurance benefits offering

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	563.0	563.0	563.0
General Fund	436,686.2	436,686.2	436,686.2
Other Appropriated Funds	238,385.5	238,385.5	238,385.5
Non-Appropriated Funds	1,634,893.4	1,731,709.6	1,836,271.1
Federal Funds	3,135.0	135.0	135.0

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Administration

Elizabeth Thorson, 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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	3,209.8	3,994.2	6,493.9
Other Appropriated Funds	1,993.4	2,055.5	2,055.5
Other Non-Appropriated Funds	8.5	10.0	10.0
Total	5,211.6	6,059.7	8,559.4
FTE Positions	48.45	48.20	62.20

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Administration

Elizabeth Thorson, 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	2,382.7	3,153.9	5,653.6
Other Non-Appropriated Funds	8.5	10.0	10.0
Total	2,391.1	3,163.9	5,663.6
FTE Positions	33.00	33.00	47.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To reduce the percent of ADOA employees who leave on a voluntary basis

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Voluntary Turnover in ADOA will be at or less than 12%	9.6%	12.0%	2.7%	3.0%	3.0%

Goal: To develop project management excellence

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of plan milestones completed	0%	0%	0%	75%	100%

Goal: To develop an enterprise rapid response team

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of plan milestones completed	0%	0%	0%	75%	100%

Goal: To increase agency and stakeholder outreach

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of plan milestones completed	0%	0%	0%	75%	100%

Goal: To refocus the Continuous Improvement Office to adopt human-centered design principles, tools, and methods in our process improvement efforts

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of projects incorporating human-centered design	0	0	0	12	24

Subprogram Summary

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	511.5	540.3	540.3
Total	511.5	540.3	540.3
FTE Positions	5.25	5.00	5.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To eliminate regulatory burden on the taxpayer

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administrative Rules Eliminated through the Governor’s Regulatory Review Council	8.1:1	3.1:1	5.0:1	3.0:1	3.0:1
Require agency implementation of rule improvements within 9 months of GRRC approval of five year review report	7	9	6	9	9

Program Summary

General Accounting

Ashley Retsina, 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	47,668.1	35,477.6	4,377.6
Other Appropriated Funds	9,111.1	15,629.2	17,592.4
Other Non-Appropriated Funds	50,078.3	26,278.3	27.0
Total	106,857.5	77,385.1	21,997.0
FTE Positions	64.75	64.75	70.75

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

General Accounting

Ashley Retsinas, 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	4,477.8	4,352.6	4,352.6
Other Appropriated Funds	9,111.1	15,629.2	17,592.4
Other Non-Appropriated Funds	32,678.3	23,678.3	27.0
Total	46,267.2	43,660.1	21,972.0
FTE Positions	64.75	64.75	70.75

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To enhance customer experience

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
# of Process Improvements (Statewide & Agency Specific) Plan	29.0	20.0	30.0	20.0	20.0

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	427.5	510.2	510.2
Other Non-Appropriated Funds	7,358.9	8,391.9	8,391.9
Total	7,786.4	8,902.1	8,902.1
FTE Positions	52.05	52.05	52.05

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	427.5	510.2	510.2
Other Non-Appropriated Funds	7,358.9	8,391.9	8,391.9
Total	7,786.4	8,902.1	8,902.1
FTE Positions	52.05	52.05	52.05

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Co-Op Annual Revenue (in \$ thousands)	\$5.6	\$5.5	\$6,724.2	\$5,860.4	\$5,956.8
Number of statewide consolidated contracts	2	3	4	5	5

Goal: To implement management plan for procurement innovations

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of plan milestones completed	0%	0%	0%	75%	100%

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	5,110.5	5,684.7	6,250.8
Other Non-Appropriated Funds	930,112.6	1,055,143.7	1,128,414.8
Total	935,223.2	1,060,828.4	1,134,665.6
FTE Positions	29.65	29.65	33.65

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Benefits 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	5,110.5	5,684.7	6,250.8
Other Non-Appropriated Funds	0.0	9.7	9.7
Total	5,110.5	5,694.4	6,260.5
FTE Positions	29.65	29.65	33.65

All dollar amounts are expressed in thousands, as requested by agencies.

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Achieve structural balance in the HITF and maintenance of IBNR (Target is .99 or less)	0	0	0.90	1.08	1.35

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	930,112.6	1,055,134.0	1,128,405.1
Total	930,112.6	1,055,134.0	1,128,405.1
FTE Positions	0.00	0.00	0.00

All dollar amounts are expressed in thousands, as requested by agencies.

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

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Pharmacy cost per member per month, calculated as the average of the 12 month reported amounts.	95.44	100.00	112.86	127.53	144.13

Program Summary

Human Resources Division

Emily Parish, 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).

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	4,000.0	0.0
Other Appropriated Funds	13,489.9	14,600.7	17,151.5
Other Non-Appropriated Funds	976.4	936.6	936.6
Total	14,466.3	19,537.3	18,088.1
FTE Positions	61.60	61.60	71.60

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Travel Reduction Office

Mary Marshall, Program Manager

Phone: (602) 542-7433

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	365.3	928.2	928.2
Other Non-Appropriated Funds	458.0	577.5	577.5
Total	823.3	1,505.7	1,505.7
FTE Positions	2.10	2.10	2.10

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To reduce employee solo commutes to no more than 60% (ARS 49-588)

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Statewide single occupancy vehicle (SOV) rate as measured in the annual travel reduction survey.	51%	60%	47%	60%	60%

Program Summary

Arizona Strategic Enterprise Technology Office

J.R. Sloan, Assistant Director, State CIO

Phone: (602) 542-2250

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	0.0	2,555.7
Other Appropriated Funds	33,429.0	40,057.7	45,679.2
Other Non-Appropriated Funds	25,756.0	37,310.0	36,083.6
Total	59,185.0	77,367.7	84,318.6
FTE Positions	85.66	80.75	99.75

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

ASET Operations

J.R. Sloan, Assistant Director, State CIO

Phone: (602) 542-2250

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	0.0	1,655.7
Other Appropriated Funds	24,340.2	29,726.4	31,549.4
Other Non-Appropriated Funds	446.3	0.0	0.0
Total	24,786.5	29,726.4	33,205.1
FTE Positions	39.55	39.55	41.55

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To drive enterprise efficiencies

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Count of Certified Google Champions	2,615	4,215	5,460	6,660	7,860

Subprogram Summary

Enterprise Infrastructure and Communications

Steven Jenkins, Director of Network Operations

Phone: (602) 542-2250

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	1,490.8	1,798.2	2,373.2
Other Non-Appropriated Funds	0.0	10,300.0	10,300.0
Total	1,490.8	12,098.2	12,673.2
FTE Positions	8.20	8.20	8.20

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
# of Data Center Migrations	90	90	92	92	92

Subprogram Summary

Strategic Transformation and Innovation

Charles Brown, Deputy Chief Information Officer

Phone: (602) 542-2250

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	0.0	900.0
Other Appropriated Funds	6,708.5	6,783.7	9,441.2
Total	6,708.5	6,783.7	10,341.2
FTE Positions	22.71	16.80	29.80

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To foster a data- and metric-driven culture, where they are central to decision making and service delivery

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of staff trained	0	0	0	40	80

Goal: To provide oversight to ensure IT projects are positioned for success and aligned with state strategy.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Time to approve Project Information Justification (PIJ) less than 12 days	5.5	7.0	8.8	12.0	10.0

Goal: To implement Governor Hobbs' vision for a Smart State

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of plan milestones completed	0%	0%	0%	50%	80%

Subprogram Summary

Public Safety Programs

Lisa Marshall, Chief of Enterprise Programs & Consulting

Phone: (602) 542-2250

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	25,307.8	27,010.0	25,783.6
Total	25,307.8	27,010.0	25,783.6
FTE Positions	5.10	6.10	6.10

All dollar amounts are expressed in thousands, as requested by agencies.

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
# of PSAP's meeting the NENA ring time standard for answering 9-1-1 calls	0	0	78	78	78

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	71,479.3	122,933.3	124,911.8
Other Non-Appropriated Funds	2,792.5	10,110.7	10,110.7
Total	74,271.8	133,044.0	135,022.5
FTE Positions	44.00	45.00	45.00

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram 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:

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- 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	6,176.0	8,194.1	8,194.1
Other Non-Appropriated Funds	2,792.5	10,110.7	10,110.7
Total	8,968.5	18,304.8	18,304.8
FTE Positions	44.00	44.00	44.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To reduce the frequency, severity and incidence of injuries

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total Employee Injury Claims	1,674	2,000	1,815	1,840	1,866

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 over 4,000 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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	309.5	311.6	311.6
Other Appropriated Funds	19,597.3	23,227.2	24,744.2
Other Non-Appropriated Funds	32,779.9	83,573.9	45,142.0
Total	52,686.8	107,112.7	70,197.8
FTE Positions	87.80	86.80	96.80

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Planning and Constructions Services and FOAM

John Hauptman , Deputy Assistant Director
 Phone: (602) 542-1768
 A.R.S. § 41-701

Mission:

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

Description:

The Planning & Construction Services and Facilities Operations & 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.

FOAM provides routine repair and maintenance of ADOA owned and managed facilities in the Governmental Mall, Tucson State Office Complex, Metro Phoenix, and Kingman.

Planning & Construction Services prepares the annual ADOA Building System Capital Improvement Plan (CIP) for multiple 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	0.0	0.0
Other Appropriated Funds	11,790.6	12,060.2	13,577.2
Other Non-Appropriated Funds	31,765.9	82,558.8	44,126.9
Total	43,556.5	94,619.0	57,704.1
FTE Positions	76.60	74.60	84.60

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To develop an actionable master plan/real estate strategy for the Governmental Mall with achievable key milestones

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of strategy/master plan real estate and achievable key milestones developed (not implemented)	0%	0%	0%	50%	100%

Program Summary

School Facilities Board

Callie Tyler, Assistant Director

Phone: (602) 695-0793

A.R.S. Title 41, Chapter 56

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:

The School Facilities Division (SFD) provides capital and grant management services to support Arizona's schools. SFD also maintains a 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. SFD 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. SFD also administers an Emergency Deficiencies Correction (EDC) program and validates Adjacent Ways expenditures.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	324,658.8	357,013.8	422,437.3
Other Non-Appropriated Funds	259,623.7	721,418.7	108,235.6
Total	584,282.5	1,078,432.5	530,672.9
FTE Positions	17.00	17.00	31.00

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

School Facilities Board

Callie Tyler, Assistant Director

Phone: (602) 695-0793

A.R.S. Title 41, Chapter 56

Mission:

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Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,633.7	1,653.4	112,636.2
Other Non-Appropriated Funds	1,425.8	10,252.9	0.0
Total	3,059.6	11,906.3	112,636.2
FTE Positions	17.00	16.00	30.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To support AZ school districts to ensure that school buildings meet minimum guidelines

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of school districts	217	217	217	217	217
Number of Building Renewal Grant Applications	1,100	1,500	1,692	1,692	1,692
Number of building renewal grant projects open after 12-months	553	250	761	700	650
Number of new school construction projects completed	4	6	5	5	5

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of completion of annual milestones	80	100	100	100	100

Goal: To support AZ school districts to improve performance of Preventative Maintenance (PM)

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of PM Plans updated	161	180	189	189	189

Goal: To reduce the School Facilities inspection backlog

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of inspections to target	0	0	0	48	100

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Hearings	1,815.4	1,863.9	1,863.9
Total	1,815.4	1,863.9	1,863.9

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	998.9	990.0	990.0
Other Non-Appropriated Funds	816.6	873.9	873.9
Total	1,815.4	1,863.9	1,863.9
FTE Positions	13.00	13.00	13.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Strategic Issue 1:

Description: Statement: Stay up-to-date and enhance technological resources available to the OAH

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 up-dated and equipment replaced in regular rotations.

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 is enhancing the functionality and security of its electronic filing portal to simplify and enhance litigants' ability to file motions and documents electronically with OAH.

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

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

h. OAH will replace aging equipment and update software.

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

Issue: Strategic Issue 2:

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

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.

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: Strategic Issue 3:

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

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.

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 is assisting a state agency to implement a pilot program of mediation within that agency where mediation will be more efficient and effective for litigants with cases coming from that agency.

- d. 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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	14.0	14.0	14.0
General Fund	990.0	990.0	990.0
Non-Appropriated Funds	873.9	873.9	873.9

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To conduct hearings in a timely fashion.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average number of days from hearing request to hearing scheduling	6.03	6.03	4.41	4.41	4.41
Average number of days from hearing scheduling to first scheduled hearing	55.32	55.32	50.28	50.28	50.28
Average number of days from the first scheduled hearing to the conclusion of the hearing	20.29	20.29	24.31	24.31	24.31
Average number of days from the conclusion of the hearing to transmission of the decision to the agency	12.68	12.68	13.41	13.41	13.41
Average length of delay (in days) from first hearing date to conclusion of the case due to continuances	65.6	65.6	71.5	71.5	71.5
Average length of a single continuance [measured by first continuances only] (in days)	60.21	60.21	66.68	66.68	66.68
Cases docketed	5,818	5,818	5,352	5,352	5,352
Number of hearings held	1,293	1,293	1,376	1,376	1,376
New cases docketed to cases concluded	1:1.98	1:1.98	1:92.62	1:92.62	1:92.62
Hearings conducted by contract administrative law judges	0	0	43	43	43
Average days from request for hearing to first date of hearing	52.60	52.60	53.73	53.73	53.73

Goal: To increase litigant satisfaction and litigant access to effective alternative dispute resolution

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of agency acceptance of findings of fact and conclusions of law (excluding recommended order) without modification	92.75	92.75	93.87	93.87	93.87
Percent of agency acceptance of findings of fact and conclusions of law (including recommended order) without modification	92.12	92.12	90.51	90.51	90.51
Percent of OAH decisions contrary to original agency position	6.73	6.73	6.36	6.36	6.36
Percent of agency acceptance of contrary Office of Administrative Hearings decision	88.33	88.33	89.06	89.06	89.06
Percent of agency rejection of OAH decisions	1.39	1.39	0.85	0.85	0.85
Percent of cases reheard	2.49	2.49	2.30	2.30	2.30
Percent of cases appealed to Superior Court	5.26	5.26	5.20	5.20	5.20
Percent of mediated cases settling w/o hearing	17.00	17.00	73.00	73.00	73.00

Goal: To serve the parties by providing at will access to information.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average number of monthly hits to website.	44,103	44,103	28,952	28,952	28,952
Average number of unique visitors accessing the website per month.	1,256	1,256	2,044	2,044	2,044
Average number of daily visits.	279	279	246	246	246
Average number of monthly hits on the information page to enter agency portal.	962	962	742	742	742
Average number of text searches of administrative law judge decisions per month.	285	285	205	205	205

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Arizona Department of Agriculture

Paul Brierley, Cabinet Executive Officer

Phone: (602) 542-5729

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:

To protect the health and safety of Arizona consumers, advance and support Arizona agriculture, and safeguard commerce, 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 assists in attaining air quality standards. AZDA provides agricultural and metrological laboratory services.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Food Safety and Quality Assurance	14,502.6	15,364.7	15,754.9
Commodity Development and Promotion	4,066.9	8,267.3	8,267.3
Weights and Measures	2,652.1	3,473.1	3,473.1
Pest Management	1,671.8	1,576.7	1,576.7
Non-Food Product Quality Assurance	715.8	814.5	814.5
Animal Disease, Ownership and Welfare Protection	4,025.2	4,532.1	5,249.7
Pest Exclusion and Export Services	4,978.7	5,412.5	5,412.5
Native Plant and Cultural Resources Protection	183.0	239.7	239.7
Pesticide Compliance and Worker Safety	742.1	752.9	752.9
Administrative Services	2,559.8	3,840.4	3,154.5
State Agricultural Laboratory	2,257.5	2,648.2	2,765.2
Agricultural Consultation and Training	13,227.9	6,293.4	6,293.4
Total	51,583.4	53,215.5	53,754.4

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	24,339.8	16,911.0	17,462.6
Other Appropriated Funds	1,866.8	1,904.6	1,891.9
Other Non-Appropriated Funds	25,376.9	34,399.9	34,399.9
Total	51,583.4	53,215.5	53,754.4
FTE Positions	348.81	347.31	362.31

All dollar amounts are expressed in thousands, as requested by agencies.

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, advance and support Arizona agriculture, and safeguard commerce, 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 assists in attaining air quality standards. 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: AZDA will focus on working with stakeholders & industry to address staffing gaps. As many of our senior leaders are eligible to retire, we will also focus on increasing the readiness of future leaders and the retention of institutional knowledge.

Modernize How AZDA Conducts Business: AZDA is committed to improving the way we work and modernizing the way we get our work done. This year we will focus on updating our central licensing systems and developing an agency tool for centralized data reporting that allows enhanced responsiveness.

Safeguard agricultural and consumer services & products: This year's focus is on initiating collaboration for interjurisdictional incident response, which will increase our ability to respond quickly to incidents that threaten our food supply and ensure continued access to safe, local food products.

Expand Public Awareness of Arizona Agriculture: AZDA is working to expand awareness both of the broad range of public services AZDA provides and the importance of agricultural products grown and 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	2024	AZDA revamped and implemented our employee recognition program. We are piloting collaboration with the Arizona Department of Transportation (ADOT) on leadership training, and several of our employees are enrolled in this training. We developed a framework for succession planning and have begun rolling it out by division. As a result of our increased focus on employees, our agency engagement score improved by 5% since last year.
2	Modernize How AZDA Conducts Business (Agriculture in the 21st century)	2022	In preparation for the FY24 central licensing system upgrade, AZDA defined the licensing system requirements and developed a draft task order/scope of work for implementation. AZDA is also going live with a ServiceNow ticketing solution to manage our IT work orders and we have migrated our Linux servers to the Azure Cloud. We also developed an agency alternative work options policy to align with the state remote work policy and address the needs of our modern workforce.
3	Safeguard Agricultural and Consumer Services and Products	2024	Per the Auditor General's recommendations, we began development of a risk-based inspections approach in some of our key programs. We conducted an agency organizational and resource analysis and identified resource gaps and priority need areas. We also submitted for Food & Drug Administration (FDA) funding to support development of a fresh produce voluntary rapid response team.
4	Expand Public Awareness of Arizona Agriculture	2022	During FY23, AZDA participated in agricultural trade missions to Mexico and South Korea, and increased our collaboration with other agricultural trade organizations. We also held a Weights & Measures week to increase awareness of the work we perform.

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
#1	Increase readiness of future leaders	% of leadership training project milestones completed	<ul style="list-style-type: none"> Identify and roll out leadership training resources & expectations for staff throughout the agency to better prepare our next generation of leadership
#1	Increase retention of institutional knowledge	% of core processes with documented standard work	<ul style="list-style-type: none"> Draft & implement standard work for core processes throughout the agency to clarify processes and increase operating consistency
#1	Increase capacity for fulfilling mission objectives	% of staffing project milestones completed	<ul style="list-style-type: none"> Work with internal & external stakeholders in addressing identified staffing gaps to increase our ability to fulfill mission objectives
#2	Develop & implement a project plan for IT modernization	% of licensing project milestones completed % of centralized reporting tool project milestones completed	<ul style="list-style-type: none"> Develop & implement a system for managing customer license applications to reduce processing times & provide more timely customer service (breakthrough) Develop & implement a centralized performance dashboard to improve data-driven decision-making capabilities
#3	Initiate collaboration for interjurisdictional incident response	% of interjurisdictional incident response project milestones completed	<ul style="list-style-type: none"> Conduct project activities to initiate collaboration for enhanced interjurisdictional incident response
#4	Increase public outreach & positive media coverage	# of department engagements with the public	<ul style="list-style-type: none"> Develop & implement an agency-wide plan for public outreach and positive media coverage to expand awareness of AZDA services and the importance of Arizona agricultural products

5 Year Plan

Issue: 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. Further, many of the agency’s senior leaders are eligible to retire, driving the need to focus on increasing the readiness of future leaders and the retention of institutional knowledge.

Solutions:

1. Identify and roll out leadership training resources & expectations for staff throughout the agency to better prepare our next generation of leadership.
2. Draft & implement standard work for core processes throughout the agency to clarify processes and increase operating consistency.
3. Work with internal & external stakeholders in addressing identified staffing gaps to increase our ability to fulfill mission objectives.

Issue: 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. Develop & implement a system for managing customer license applications to reduce processing times & provide more timely customer service.
2. Develop & implement a centralized performance dashboard to improve data-driven decision-making capabilities.

Issue: Safeguard Agricultural and Consumer Services and Products

Description: The Arizona Department of Agriculture (AZDA) safeguards the State from the highest profile agricultural pests and diseases and provides services to promote food safety.

Solutions:

1. Conduct project activities to initiate collaboration for enhanced interjurisdictional incident response .

Issue: 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 & implement an agency-wide plan for public outreach and positive media coverage to expand awareness of AZDA services and the importance of Arizona agricultural products.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	356.3	356.3	356.3
General Fund	17,435.2	17,435.2	17,435.2
Other Appropriated Funds	1,891.9	1,891.9	1,891.9
Non-Appropriated Funds	28,644.5	28,644.5	28,644.5
Federal Funds	5,755.4	5,755.4	5,755.4

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Food Safety and Quality Assurance

Jerome Rosa, Associate Director

Phone: (602) 542-7186

A.R.S. §§ 3-101 et seq

Mission:

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

Description:

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

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,905.0	2,254.4	2,644.6
Other Non-Appropriated Funds	12,597.7	13,110.3	13,110.3
Total	14,502.6	15,364.7	15,754.9
FTE Positions	128.53	128.53	130.53

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,905.0	2,254.4	2,424.6
Other Non-Appropriated Funds	2,404.5	2,395.6	2,395.6
Total	4,309.5	4,650.0	4,820.2
FTE Positions	44.23	44.23	45.23

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To maintain an effective regulatory system of animal food product inspections.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	0.0	220.0
Other Non-Appropriated Funds	10,193.1	10,714.7	10,714.7
Total	10,193.1	10,714.7	10,934.7
FTE Positions	84.30	84.30	85.30

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To safeguard agricultural products while expanding and creating new markets.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of FSMA PSR food safety inspections	75	48	77	46	46

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	715.8	814.5	814.5
Total	715.8	814.5	814.5
FTE Positions	9.90	9.90	9.90

All dollar amounts are expressed in thousands, as requested by agencies.

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

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of Feed, Fertilizer, Pesticide and Seed Labels inspected in the market place	30,873	31,000	43,994	33,000	34,000

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	2,790.2	3,236.3	3,966.6
Other Appropriated Funds	280.5	321.3	308.6
Other Non-Appropriated Funds	954.4	974.5	974.5
Total	4,025.2	4,532.1	5,249.7
FTE Positions	33.88	33.88	39.88

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To maintain an effective system of livestock ownership oversight.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of livestock field certificates issued	38,547	42,000	30,272	35,000	35,000

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	3,974.1	4,156.9	4,156.9
Other Non-Appropriated Funds	1,004.6	1,255.6	1,255.6
Total	4,978.7	5,412.5	5,412.5
FTE Positions	56.00	55.00	55.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To exclude and prevent the establishment of hazardous pests in Arizona.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Free-from status from federal pests (percent)	100	100	100	100	100
Plant Services Division (PSD) Quarantine Containment	3	2	4	4	3

Goal: To serve our customers in an accurate and efficient manner.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of complete applications approved within 15 days of receipt	93	95	100	98	98

Program Summary

Native Plant and Cultural Resources Protection

Robert Tolton, Central Licensing Administrator

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	183.0	239.7	239.7
Total	183.0	239.7	239.7
FTE Positions	0.00	0.00	0.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To serve the public and the agricultural community by protecting native plants.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Native Plant Tags Issued	113,863	35,000	14,418	12,000	12,000

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	283.1	338.1	338.1
Other Non-Appropriated Funds	459.0	414.8	414.8
Total	742.1	752.9	752.9
FTE Positions	3.00	3.00	3.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To protect the public from unlawful pesticide exposure.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Environmental Services Division (ESD) Compliance Case Processing Time	0	0	100	95	90

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	2,093.2	3,384.4	2,698.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	466.6	456.0	456.0
Total	2,559.8	3,840.4	3,154.5
FTE Positions	20.50	20.00	26.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To attract, develop and retain talented employees.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
% of Employee Turnover	17	20	15	20	20

Goal: To modernize processes, services, information technology, equipment and administrative rules.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
IT security score	729	725	721	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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,935.2	1,763.2	1,880.2
Other Non-Appropriated Funds	322.3	885.0	885.0
Total	2,257.5	2,648.2	2,765.2
FTE Positions	14.00	14.00	15.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide timely scientific analyses of regulatory samples.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average age of instrumentation	2.5	4.6	3.5	4.5	5.5

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	10,293.2	301.8	301.8
Other Non-Appropriated Funds	2,934.7	5,991.6	5,991.6
Total	13,227.9	6,293.4	6,293.4
FTE Positions	7.50	7.50	7.50

All dollar amounts are expressed in thousands, as requested by agencies.

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

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Specialty Crop Block Grant Program (SCBGP) Sub-grantee Reimbursement Request Processing (days)	19	19	19	19	19

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	4,066.9	8,267.3	8,267.3
Total	4,066.9	8,267.3	8,267.3
FTE Positions	30.00	30.00	30.00

All dollar amounts are expressed in thousands, as requested by agencies.

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of free sale products	188	200	610	300	300

Program Summary

Weights and Measures

Michael Brooks, Associate Director
Phone: (602) 920-4202
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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,065.8	1,475.9	1,475.9
Other Appropriated Funds	1,586.3	1,583.3	1,583.3
Other Non-Appropriated Funds	0.0	413.9	413.9
Total	2,652.1	3,473.1	3,473.1
FTE Positions	26.00	26.00	26.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To implement a risk-based, data-driven inspection approach

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
% Weights & Measures Services Division (WMSD) Inspection Training	0	50	53	100	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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	1,671.8	1,576.7	1,576.7
Total	1,671.8	1,576.7	1,576.7
FTE Positions	19.50	19.50	19.50

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To Monitor pesticide applications and ensure compliance with PMD Laws and Rules.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Pest Management Division (PMD) Unlicensed Case Writing (days to complete unlicensed cases)	30	30	46	30	30

Agency Summary

AHCCCS

Carmen Heredia, Cabinet Executive Officer
Phone: (602) 41-4458
ARS 36-2901.07(A)

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administration	309,277.7	358,377.4	387,786.8
Medicaid Services	19,119,712.3	19,116,453.9	19,533,506.6
Non-Medicaid Behavioral Health Services	305,638.5	397,730.4	432,771.2
Hospital Payments	570,486.0	674,067.2	713,824.2
Programmatic Pass-Through Funding	2,949,771.4	3,210,883.4	3,843,998.6
Total	23,254,885.8	23,757,512.3	24,911,887.4

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	2,175,943.9	2,515,401.9	2,963,182.1
Other Appropriated Funds	427,081.5	408,098.7	434,374.2
Other Non-Appropriated Funds	20,651,860.4	20,834,011.7	21,514,331.1
Total	23,254,885.8	23,757,512.3	24,911,887.4
FTE Positions	1,177.00	1,211.50	1,294.50

All dollar amounts are expressed in thousands, as requested by agencies.

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 nearly 2.5 million Arizonans with a budget of slightly more than \$21 billion, it is critical that AHCCCS pursue a broad array of strategies that are focused on maintaining a sustainable program and promoting continual quality improvement. 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"> Received approval of the 1115 waiver. AHCCCS was awarded the 2022 Medicaid Innovation Award from the Robert Wood Johnson Foundation (RWJF) and the National Academy for State Health Policy (NASHP) for our efforts to improve Social Determinants of Health (SDOH) for members, which includes the adoption of the statewide Closed-Loop Referral System (CLRS).
2	Implement solutions that ensure optimal member and provider experience.	2017*	<ul style="list-style-type: none"> Completed the roadmap for the modernization of AHCCCS’ Medicaid Enterprise System (MES) and posted it online. Published one Covid-19 Immunizations dashboard on the AHCCCS website showcasing vaccination rates of Arizona’s Medicaid population and providing new opportunities for external consumers to enhance personal and organizational decision making through exploration and interaction with the data.
3	Maintain core organizational capacity, infrastructure and workforce planning that effectively serve AHCCCS operations.	2017*	<ul style="list-style-type: none"> Divisions implemented a variety of engagement strategies that included division newsletters, more flexible schedules, biweekly leader focused discussions, coffee chats with individual staff, and quarterly healthy living activities Streamlined and standardized the recruitment process; centralized portions of the process in HRD.

Strategy #	FY24 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 6/30/24.	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.	1. Number of referrals made through the Closed Loop Referral System (CLRS). 2. Percentage of referrals resulting in member receiving the resources and/or services needed.	Partner with Targeted Investments (TI) 2.0 providers to address health equity/disparity gaps within the state's delivery system.
#1	Obtain CMS approval of all Housing and Health Opportunities (H2O) waiver implementation plan deliverables.	Percent of deliverables completed on time per quarter.	Build a framework of policies, eligibility criteria, billing structure, and provider network for statewide implementation of H2O.
#1	Increase 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.
#1	Determine what will be needed to transform the Fee-For-Service Program.	Percent of study project plan milestones on time per quarter.	Partner with a local university to conduct a feasibility study of transforming the Fee-For-Service Program.
#2	Implement a system integrator environment that will connect multiple components of the AHCCCS Medicaid Enterprise System (MES).	Percent of System Integrator milestones on time per quarter.	Work with procurement at the state and agency levels and with Centers for Medicare & Medicaid Services (CMS) to finalize the system integrator contract.
#2	Increase transparency into delivery system performance.	Number of hits to system level dashboards posted on the agency website on or before 6/30/24.	Partner with Contexture to develop, implement, and publish multiple delivery system performance dashboards to the agency website.
#3	Increase employee engagement.	Percent of engaged employees as determined by the state employee engagement survey.	1. Develop and implement 1 or 2 agency-wide initiatives based on survey results 2. Develop and implement 1 to 2 division-specific initiatives based on survey results
#3	Reduce employee turnover.	Agency turnover rate.	Develop an agency exit interview process to determine the primary reasons for turnover.
#3	Reduce the occurrence of unauthorized software subscriptions.	Unauthorized software subscriptions as a percent of all software subscriptions (Agency breakthrough).	Develop a process to safeguard against unauthorized software downloads and unintended subscriptions.

5 Year Plan

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

Description: The health care delivery system has for many years been fragmented resulting in coordination and communication challenges for patients and clinicians. This led to a degradation of the quality of health care due to poor coordination of care and communication across provider groups. In 2013 AHCCCS began a multi-year process to integrate health services. We now need to continue to work to reduce health disparities and to increase member connectivity to critical social services.

Solutions:

AHCCCS 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.

In FY24 we will:

- 1) Increase the amount of funding to direct care workers (DCWs) providing home and community-based services (HCBS).
- 2) Reduce health disparities.
- 3) Obtain CMS approval of all Housing and Health Opportunities (H2O) waiver implementation plan deliverables.
- 4) Increase AHCCCS member connectivity to critical social services.
- 5) Determine what will be needed to transform the Fee-For-Service Program.

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

Description: The AHCCCS legacy system is 30 years old and in need of modernization in order to improve interoperability and ensure sustainable technology solutions to support our health care delivery system. We have begun work to modernize the AHCCCS Medicaid Enterprise System (MES). We have also begun work to improve transparency into our delivery system performance.

Solutions:

- 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.

In FY24 we will:

- 1) Implement a system integrator environment that will connect multiple components of the AHCCCS Medicaid Enterprise System (MES).
- 2) Increase transparency into delivery system performance.

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

Description: In order for AHCCCS to successfully address other issues, we must address a number of important infrastructure capabilities.

We must have a dedicated, professional staff that is committed to the mission. The 2023 employee engagement indicated that AHCCCS has an 84% overall engagement and that 96% of our staff believe their jobs support the mission of the agency. However, over the last several years, employee turnover has been on the rise. In FY22 employee turnover was above 20% every month.

The AHCCCS Information Systems Division (ISD) must be ever vigilant regarding the security posture of the systems and important information contained within these systems. Proactive mitigation of security risks strengthens the ability to safeguard and protect Personally Identifiable Information (PII) and Protected Health Information (PHI) data entrusted to the Agency by our nearly 2.5 million members. In addition to the AHCCCS mainframe system (PMMIS), ISD will continue to keep non-mainframe systems and applications running consistently and efficiently. This includes server based applications, network infrastructure, the data warehouse, and digital communication.

Solutions:

- Improve employee engagement
- Increase employee retention rates
- Prevent disruption in program operations by investing in human resource tools and programming

In FY24 we will:

- 1) Increase employee engagement.
- 2) Reduce employee turnover.
- 3) Reduce the occurrence of unauthorized software subscriptions.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	1,294.5	1,294.5	1,294.5
General Fund	3,267.5	3,430.9	3,602.4
Other Appropriated Funds	462.8	485.9	510.2
Non-Appropriated Funds	8,694.1	9,128.8	9,585.3
Federal Funds	15,400.0	16,170.0	16,978.5

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Administration

Carmen Heredia, Director
Phone: (602) 41-4458
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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	89,818.2	93,670.7	102,141.4
Other Appropriated Funds	10,173.4	11,497.0	11,497.0
Other Non-Appropriated Funds	209,286.1	253,209.7	274,148.4
Total	309,277.7	358,377.4	387,786.8
FTE Positions	1,141.20	1,173.20	1,256.20

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Central Administration

Carmen Heredia, Director
 Phone: (602) 41-4458
 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 the Executive Leadership: the Director, two Deputy Directors, and the Chief Medical Officer.

The Director provides strategic direction to agency staff to ensure understanding and alignment in order to achieve the agency’s established goals as outlined in the agency strategic plan.

Public Policy and Strategic Planning and the Division of Community Advocacy and Intergovernmental Affairs report to the Deputy Director for Community Engagement and Regulatory Affairs.

Reporting to the Deputy Director for Business Operations are the Division of Business and Finance, the Division of Member and Provider Services, Information Services Division, and the Chief Legal Officer and Assistant Director of the Office of the General Counsel. Reporting to the Chief Legal Officer is the Office of the Inspector General.

The Chief Medical Officer oversees clinical operations and health plan compliance. Reporting to the Chief Medical Officer are the Division of Grants and Innovation, the Division of Fee For Service Management, and the Division of Health Care Services.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	36,709.5	36,689.5	45,160.2
Other Appropriated Funds	2,801.0	6,606.8	6,606.8
Other Non-Appropriated Funds	92,660.5	138,988.6	159,927.3
Total	132,171.0	182,284.9	211,694.3
FTE Positions	965.80	1,042.20	1,125.20

All dollar amounts are expressed in thousands, as requested by agencies.

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Increase in Employee Engagement	83	85	84	85	86

Goal: To improve the timeliness of eligibility determinations

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Timeliness of eligibility determinations	19.47	21.00	17.24	20.00	20.00

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of health plan expenditures on Administration	7.17	7.50	7.65	7.50	9.45

Goal: To streamline claims processing

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of Fee-For-Service claims adjudicated within 30 days	99.00	97.00	99.00	97.00	97.00

Goal: To increase care coordination for the fee for service population

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of American Indian Health Program members empaneled with an American Indian Medical Home	27.6	31.0	27.4	29.0	30.0

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of applications processed on time	86	88	83	82	84

Program Summary

Medicaid Services

Carmen Heredia, Director
Phone: (602) 41-4458
A.R.S. Title 36; Title XIX, SSA
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.

This program contains the following subprograms:

- 2-1: SLI EPD ALTCS Services
- 2-2: SLI Traditional Medicaid Services
- 2-3: SLI Proposition 204 Services
- 2-4: SLI KidsCare Services
- 2-5: Medicaid in Public Schools
- 2-6: SLI Adult Expansion Services
- 2-7: SLI DCS Comprehensive Health Plan
- 2-8: SLI Behavioral Health Services in Schools

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,977,468.2	2,293,974.9	2,722,347.5
Other Appropriated Funds	413,067.1	393,401.5	419,927.0
Other Non-Appropriated Funds	16,729,177.0	16,429,077.5	16,391,232.1
Total	19,119,712.3	19,116,453.9	19,533,506.6

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

EPD ALTCS Services

Nancy Armendariz, ALTCS Operations Administrator

Phone: (602) 36-9583

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	315,915.5	329,568.9	409,469.1
Other Appropriated Funds	7,578.4	7,578.4	7,578.4
Other Non-Appropriated Funds	1,783,178.4	2,343,028.5	2,050,626.9
Total	2,106,672.3	2,680,175.8	2,467,674.4
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of members utilizing home and community based services	0	90.0	90.8	90.7	90.7

Subprogram Summary

Traditional Medicaid Services

Jakenna Lebsock, Assistant Director

Phone: (602) 41-4229

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.)

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,434,527.2	1,721,379.7	1,971,452.8
Other Appropriated Funds	228,135.4	223,417.5	223,417.5
Other Non-Appropriated Funds	5,457,918.6	6,032,665.2	5,861,774.2
Total	7,120,581.1	7,977,462.4	8,056,644.5
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide services to members in the Traditional Medicaid Services program

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Traditional Medicaid Services enrollment	0	0	1,324,132	1,235,703	1,226,863

Subprogram Summary

Proposition 204 Services

Patty Dennis, Assistant Director

Phone: (602) 41-4170

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	140,821.7	140,497.6	224,465.4
Other Appropriated Funds	17,448.3	17,458.5	17,458.5
Other Non-Appropriated Funds	8,219,088.9	6,880,362.9	7,443,660.3
Total	8,377,358.9	7,038,319.0	7,685,584.2
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Senator Andrew Nichols Comprehensive Health Insurance Coverage Act monthly enrollment	767,786	819,338	807,063	746,066	735,383

Subprogram Summary

KidsCare Services

Patty Dennis, Assistant Director

Phone: (602) 41-4170

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 2023, over 60,000 individuals were enrolled in KidsCare.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	31,202.0	33,108.4	47,742.1
Other Appropriated Funds	159,905.0	144,947.1	171,472.6
Other Non-Appropriated Funds	3,920.0	8,338.5	7,243.5
Total	195,027.0	186,394.0	226,458.2
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide services to members in the KidsCare Services program

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Children with access to primary care provider(previously reported as a percentage)	65,705	71,391	70,500	67,442	75,359

Subprogram Summary

Adult Expansion Services

Patty Dennis, Assistant Director
 Phone: (602) 41-4170
 A.R.S. 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	7,516.8	9,264.6	8,780.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	1,019,504.8	917,559.7	790,477.9
Total	1,027,021.6	926,824.3	799,258.7
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide services to members in the Adult Expansion Services program

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
ACA Adult Expansion monthly enrollment	191,006	181,652	189,555	151,775	138,794

Subprogram Summary

DCS Comprehensive Health Plan

Jakenna Lebsock, Assistant Director

Phone: (602) 41-4229

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

Mission:

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

Description:

AHCCCS is committed to providing comprehensive, quality health care for children in out-of-home care and residing with licensed, kinship, or adoptive caregivers. Children in out-of-home care are eligible for medical and dental care, inpatient, outpatient, behavioral health, and other services through the Mercy Care Department of Child Safety Comprehensive Health Plan (Mercy Care DCS CHP). Children who have been adopted are typically AHCCCS eligible and enroll in a health plan similar to any Medicaid eligible child.

On April 1, 2021, CMDP changed to the Department of Child Safety Comprehensive Health Plan (DCS CHP). DCS CHP is the health plan responsible for ensuring, in partnership with foster care providers, the provision of appropriate and quality health care services for the well-being of Arizona's children in foster care. For those children in foster care, not qualifying for long-term care services, who are Title XIX or KidsCare eligible, DCS CHP is also the assigned AHCCCS health plan. DCS CHP pays for health care services for Arizona's children in foster care placed in and outside of the state of Arizona and cares for children and youth in out-of-home placement from birth to 18 years, and up to age 21 in rare instances when the member is not Title XIX eligible. DCS CHP is a program within the Arizona Department of Child Safety (DCS), though CMDP was previously managed by the Arizona Department of Economic Security (DES) Division of Children, Youth and Families (DCYF).

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	44,485.0	57,155.7	57,437.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	145,473.4	146,747.8	125,535.1
Total	189,958.4	203,903.5	182,972.4
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide services to members in the DCS CHP program

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
DCS CHP enrollment	0	0	11,578	9,921	9,941

Subprogram Summary

Behavioral Health Services in Schools

Jakenna Lebsock, Assistant Director
Phone: (602) 41-4229
A.R.S. § 36-3436.01

Mission:

To provide increased Medicaid BH services in school settings.

Description:

AHCCCS covers medically necessary behavioral health services for Medicaid-enrolled students. Many of these services are provided directly on school campuses, making it easier for students to get services where they are, and as soon as they need help.

Laws 2018, Chapter 276, Section 10 included a \$9,943,700 Total Fund (\$3,000,000 General Fund) appropriation to fund increased behavioral health services in schools. The targeted services are in addition to any existing behavioral health services provided, including those provided to students with disabilities under the state's School Based Services program.

AHCCCS is committed to improving access to behavioral health services for school aged children through this appropriation. AHCCCS is continuing to work with the Department of Education to increase funding for Mental Health First Aid training to increase the awareness and understanding of mental health conditions and how to respond. AHCCCS is utilizing this allocation to increase capitation rates to contractors who are responsible for behavioral health services for school age children to increase access to behavioral health services that are directly provided in schools through our behavioral health providers. In concert with these efforts, AHCCCS is also evaluating how to maximize the school-based services program for children who have an individual education plan (IEP), including requesting the approval from Center for Medicare and Medicaid (CMS) for expansion of the provider types permitted to bill for services under this program.

In FY 2021, an additional appropriation of \$8,000,000 was provided for deposit into the Children's Behavioral Health Services Fund. This additional funding was provided to pay contractors for behavioral health services rendered to low-income, non-Medicaid students. Due to COVID, AHCCCS was unable to utilize this funding in FY 2021, however, spending began in FY 2022 and the remainder of the \$8,000,000 is expected to be expended by the end of FY 2025. An additional deposit of \$250,000 was made into the Children's Behavioral Health Services Fund in FY 2024.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	3,000.0	3,000.0	3,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	9,842.7	10,124.6	5,630.6
Total	12,842.7	13,124.6	8,630.6

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide increased Medicaid BH services in school settings

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent increase in members receiving BH services in schools	56	10	28	0	0

Program Summary

Non-Medicaid Behavioral Health Services

Alisa Randall, Assistant Director
Phone: (602) 41-4794
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.

This program contains the following subprograms:

- 3-1: SLI Non-Medicaid Seriously Mentally Ill Services
- 3-2: SLI Supported Housing
- 3-3: SLI Crisis Services
- 3-4: SLI Secure Behavioral Health Residential Facilities
- 3-5: SLI Childrens Behavioral Health Services Fund Deposit

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	95,877.4	97,112.8	123,605.4
Other Appropriated Funds	3,141.0	2,500.2	2,250.2
Other Non-Appropriated Funds	206,620.1	298,117.4	306,915.6
Total	305,638.5	397,730.4	432,771.2
FTE Positions	35.80	38.30	38.30

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Non-Medicaid Seriously Mentally Ill Services

Alisa Randall, Assistant Director
 Phone: (602) 41-4794
 A.R.S. § 36-2912

Mission:

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

Description:

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	76,569.8	77,646.9	77,646.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	200,855.4	234,639.5	199,079.3
Total	277,425.2	312,286.4	276,726.2
FTE Positions	35.80	38.30	38.30

All dollar amounts are expressed in thousands, as requested by agencies.

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Non Title XIX Behavioral Health	46,349	47,276	48,721	49,695	50,689

Subprogram Summary

Supported Housing

Alisa Randall, Assistant Director

Phone: (602) 41-4794

A.R.S. § 36-2912

Mission:

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

Description:

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	5,279.6	5,324.8	10,817.4
Other Appropriated Funds	890.8	0.0	0.0
Other Non-Appropriated Funds	2,300.0	60,223.4	104,581.8
Total	8,470.4	65,548.2	115,399.2
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Crisis Services

Alisa Randall, Assistant Director

Phone: (602) 41-4794

A.R.S. § 36-2912

Mission:

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

Description:

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	14,028.0	14,141.1	35,141.1
Other Appropriated Funds	2,250.2	2,250.2	2,250.2
Other Non-Appropriated Funds	3,254.5	3,254.5	3,254.5
Total	19,532.8	19,645.8	40,645.8
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Hospital Payments

Jeff Tegen, Assistant Director
Phone: (602) 41-4705
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.

This program contains the following subprograms:

- 4-1: SLI Disproportionate Share Payments
- 4-2: SLI Disproportionate Share Payments - Voluntary Match
- 4-3: SLI Graduate Medical Education
- 4-4: SLI Rural Hospitals
- 4-5: SLI Targeted Investment Program
- 4-6: SLI On-Call Obstetrics and Gynecological Services

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	10,603.3	30,643.5	15,087.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	559,882.6	643,423.7	698,736.4
Total	570,486.0	674,067.2	713,824.2
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Disproportionate Share Payments

Jeff Tegen, Assistant Director

Phone: (602) 41-4705

A.R.S. § 36-2903.01 Subsection O and P

Section 1923 of the Social Security Act

Mission:

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

Description:

Arizona first established a Disproportionate Share Hospital (DSH) payment program in SFY 1992. DSH is designed to aid hospitals that serve a disproportionate number of low-income patients. The Federal basis for payments is either a reflection of a hospital's number of Title XIX inpatient days or a "low-income" patient's utilization rate. States may also establish optional payment categories. In addition to the two federally mandated groups, Arizona has established two optional groups, one for certain acute care general hospitals and one for state and county hospitals.

Section 1923 of the Social Security Act specifies the minimum standards for determining which hospitals qualify for DSH; hospitals whose mean Medicaid Utilization rate exceeds the states mean Medicaid Utilization rate plus one standard deviation or hospitals whose Low Income Utilization rate is more than 25%. Beginning in FFY 1996, the Omnibus Budget Reconciliation Act of 1993 (OBRA) added the requirement that a hospital must have a Medicaid Utilization rate of at least one percent in order to be eligible for DSH.

States are allowed to establish DSH criteria, which differ from the Federal requirements, provided that these criteria are at least as generous as Federal standards. Arizona uses state-specific criteria as allowed by law to distinguish between public and private hospitals and to create additional private hospital groups. Each year, the pool of funds established for DSH is apportioned to hospitals that qualify either under the Federal criteria or under the State criteria based on relative weighting.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	151.3	298.3	310.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	102,808.3	102,927.8	102,915.4
Total	102,959.6	103,226.1	103,226.1
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

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

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
The number of hospitals that receive disproportionate share (DSH) payments.	100	100	27	27	27
The number of hospitals that receive disproportionate share (DSH) payments. (See Goal and Metric 10)	0	0	1	1	1

Subprogram Summary

Graduate Medical Education

Jeff Tegen, Assistant Director

Phone: (602) 41-4705

A.R.S. § 36-2903.01, Subsection H, Paragraph 9

A.R.S. § 36-2903

Mission:

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

Description:

The purpose of the Graduate Medical Education (GME) program is to provide teaching hospitals, which have graduate medical education programs, with the additional funding needed to compensate for the high operating costs associated with the program. One of the major contributing factors to the increases in healthcare cost in recent years has been related to the shortage of qualified medical professionals in the state, particularly in rural areas. It is imperative to have a large pool of physicians and medical professionals to provide Arizonans with quality healthcare services.

Laws 2006, Chapter 331, Section 8 amended ARS §36-2903.01, Subsection H.9 by adding Subsections H.9 (b), (c), (d) and (e). Subsection (b) requires, beginning July 1, 2006, AHCCCS to expand the GME program to support the direct costs associated with new or expansion programs. Prior to this expansion, GME payments were made only to the hospitals which had GME programs approved by AHCCCS on or before October 1, 1999.

Laws 2007, Chapter 263, Section 9 further amended ARS §36-2903.01, Subsection H.9 by adding Subsection (c), which requires AHCCCS to reimburse additional indirect GME costs for programs that are in a county with less than 500,000 residents. It also added Subsection (f), which contains an optional provision that allows local, county, and tribal governments to provide the non-federal monies for GME in a specific locality or at a specific hospital to qualify for additional matching federal monies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	4,656.1	9,000.0	9,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	395,678.2	417,531.5	460,246.6
Total	400,334.3	426,531.5	469,246.6

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To help support Graduate Medical Education (GME) through direct cost reimbursements.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of timely payments made to hospitals with GME programs	100	100	100	100	100

Subprogram Summary

Rural Hospitals

Jeff Tegen, Assistant Director

Phone: (602) 41-4705

A.R.S. § 36-2903.01(U) – Laws 2015, Chapter 14, Section 4

A.R.S. § 36-2905.02

Arizona Section 1115 Research and Demonstration Waivers (CNOM # 8) (December 15, 2014 Amendment)

Mission:

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

Description:

Rural hospitals are a critical element of the AHCCCS provider network. In many areas of the state there is only one hospital available. As the AHCCCS population has expanded, Medicaid has become a primary payer in some of these areas. Due to smaller patient populations compared to urban hospitals along with competition for physicians, nurses, and other medical personnel, rural hospitals are required to spread costs over a smaller revenue base.

Previously, Rural Hospital payments were calculated using AHCCCS inpatient claim and encounter data to estimate the inpatient coverage charges per eligible hospital. The calculated amount was then allocated proportionally to each hospital as a percentage of their covered charges and paid through capitation as a pass-through payment.

CMS has announced a phase-out of these types of pass-through payments by contract year 2027. As part of the phase out, 42 CFR 438.6(d)(3) requires the total dollar amount of the pass-through payment to be the lesser of the pass-through payment from CYE 16 (\$12,158,100) or a percentage of the calculated base amount per federal regulation. At a high level, the base amount is determined by looking at 2-year prior data from the certification year (FFY 2021 data for CYE 2023 cert year) and the total inpatient reimbursement difference between Medicare vs. Medicaid reimbursement. As a result of HEALTHII payments that were implemented in FFY 2021, AHCCCS anticipated Rural Hospital payments would have to be greatly reduced.

Due to the anticipated elimination of the pass-through payment option, AHCCCS is incorporating the total funding amount of \$12.1M into the APR-DRG payment methodology starting January 1, 2023. By incorporating the funding in the APR-DRG payment methodology, it allows the funding to continue to be provided to qualifying rural hospitals. The majority of inpatient claims for the rural hospitals are paid under this methodology which will provide a similar funding level for almost all hospitals. While the payment is based on future claims, the implementation intent for the first year is to have RHIF payment be closely aligned with prior year payments.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	5,796.0	13,845.2	5,777.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	18,114.9	27,229.2	10,677.2
Total	23,910.8	41,074.4	16,454.3
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To implement the Critical Access Hospitals program (within Rural Hospitals SLI)

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Critical Access Hospitals Served	0	0	11	11	11

Subprogram Summary

Targeted Investment Program

Jeff Tegen, Assistant Director
Phone: (602) 41-4705
Laws 2016, Chapter 122 (HB2704)

Mission:

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

Description:

On January 18, 2017, the Centers for Medicare and Medicaid Services (CMS) approved Arizona's request to implement the Targeted Investments (TI) program, formerly known as the Delivery System Reform Incentive Payments (DSRIP) program, to support the state's ongoing efforts to integrate the health care delivery system for AHCCCS members. The project provides funding for focused, time-limited projects aimed at building necessary infrastructure to improve multi-agency, multi-provider care delivery for the following populations:

- Children with behavioral health needs, including children with or at risk for Autism Spectrum Disorder (ASD), and children engaged in the child welfare system.
- Adults with behavioral health needs.
- Individuals transitioning from incarceration who are AHCCCS-eligible.

These projects improve care coordination and care management for AHCCCS members by providing infrastructure investments and incentives for providers to establish systems and processes that support the integration of physical and behavioral health care.

The TI program provides financial incentives to participating AHCCCS registered providers to develop clinical processes for integrated care. Specifically, participants receive incentive payments for increasing physical and behavioral health care integration and coordination for individuals with behavioral health needs. The TI program aims to reduce fragmentation that commonly occurs between acute care and behavioral health care, increase efficiencies in service delivery for members with behavioral health needs and improve health outcomes for the affected populations.

Eligible participants include primary care providers, behavioral health providers, Integrated Clinics and acute and psychiatric hospitals contracted with AHCCCS managed care organizations (MCOs) to provide care to AHCCCS managed care members.

On September 30, 2021, CMS extended the TI program for another year as part of a one-year extension of the overall AHCCCS 1115 waiver. CMS subsequently approved a five-year extension through September 30, 2027, called TI 2.0 as part of AHCCCS's October 2022 through September 2027 waiver approval.¹ TI 2.0 will sustain the integration efforts of TI 1.0 participants, expand integration opportunities to new providers, and improve the program requirements to provide whole person care more comprehensively.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	14,654.0	26,000.0	56,000.0
Total	14,654.0	26,000.0	56,000.0

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Commission on the Arts

Jacky Alling, Executive Director, Interim
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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Art Support	12,668.3	12,923.0	15,834.5
Total	12,668.3	12,923.0	15,834.5

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	5,000.0	5,000.0	8,000.0
Other Non-Appropriated Funds	7,668.3	7,923.0	7,834.5
Total	12,668.3	12,923.0	15,834.5
FTE Positions	12.00	14.00	14.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Increase capacity of the sector

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

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.

Solutions:

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.

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, Artist Research and Development Grants.

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, Festivals Project Grants, artist and organization cohort programs.

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.

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.

Issue: Build value and support for community-focused partnerships

Description: ISSUE 2: Community-focused arts and cultural partnerships across Arizona must be nurtured and fortified.

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.

Solutions:

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, 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.

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: Tribal Relations, AZ Creative Aging, 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.

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, Arts Learning Grants, Festivals Project Grants.

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.

Issue: Strengthen statewide investment in arts learning and arts education

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

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.

Solutions:

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.

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.

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 Grants.

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.

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, Rural Arts Education Initiative.

Issue: Support and retain Arizona’s creative workers

Description: ISSUE 4: Arizona residents can make healthy livable wages working in myriad facets of the arts yet the contributions of Arizona’s arts and culture sector workers are undervalued.

Artist entrepreneurs, arts administrators, and arts educators provide substantial value to Arizona communities and are part of a significant labor market sector. According to the 2021 Arts and Cultural Production Satellite Account, a report of the US Bureau of Economic Analysis and the National Endowment for the Arts, Arizona’s arts and culture sector employs 84,000+ individuals. 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 support artists, makers, and tradition-bearers of all experience levels, living and working across Arizona to retain their valuable contributions; build 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 in support of economic and quality of life benefits for the state.

Solutions:

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 Program, Tribal Artists Initiative, Cultural Data Project, annual workshops and convenings.

Deliver grant funding and work to develop new funding programs in support of individual artists and administrators. Example grants: Artist Opportunity Grants, Artist Research and Development Grants, Tribal Artists Initiative, Master-Apprentice Awards in partnership with Southwest Folklife Alliance.

Introduce incentives within grantmaking processes to challenge Arizona arts organizations to meet regional benchmarks for artist and administrator pay and benefits.

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, artist and organization cohort programs, Tribal Artists Initiative, and myriad communications vehicles; formal networking opportunities.

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.

Issue: Increase statewide investment in arts and culture

Description: ISSUE 5: Statewide investment in arts and culture is inadequate must be strengthened.

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.

Solutions:

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.

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.

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.

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.

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, Tribal Relations.

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.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	15.0	16.0	16.0
General Fund	5,000.0	5,000.0	5,000.0
Other Appropriated Funds	3,000.0	3,500.0	4,000.0
Non-Appropriated Funds	1,200.0	1,200.0	1,200.0
Federal Funds	1,150.0	1,200.0	1,250.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Individuals benefiting from programs sponsored by Agency (in thousands)	5,157.7	7,000.0	6,280.0	7,000.0	8,000.0
Number of applications for community-driven projects received	0	0	617	700	800
Number of grant applications for community-driven projects funded	0	0	363	450	600
Number of applications submitted by applicants identifying as organizations, individuals, or communities of color	294	300	258	250	275
Percentage of applications submitted by applicants identifying as organizations, individuals, or communities of color funded	56%	65%	48%	50%	60%
Number of applications submitted by rural applicants	228	325	180	200	225
Percentage of applications submitted by rural applicants funded	56%	70%	70%	70%	75%
Number of applications submitted by applicants that did not apply in previous year	240	150	379	275	300
Percentage of applications submitted by applicants that did not apply in previous year funded	40%	35%	40%	40%	45%

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of applications submitted for arts education programs (in thousands)	0	0	139	120	150
Dollar amount funded for arts education programs (in thousands)	0	0	552.2	350.0	600.0
Number of individual Arizona youth served by Commission programs and initiatives (in millions)	0.9	1.0	1.1	1.0	1.5

Goal: 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.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total amount of state investment in arts participation opportunities (in thousands)	1,440.6	6,200.0	6,250.8	6,200.0	9,200.0
Total amount of other public and private funds leveraged for arts participation opportunities (in millions)	0	0	273.0	275.0	300.0
Number of public policy forums in which the Commission participates in order to integrate the arts	92	150	85	90	100
Number of outreach activities including site visits, public presentations, convenings and technical assistance	740	800	888	800	850
Number of Arizonans impacted by outreach activities (in thousands)	100.2	180.0	128.7	130.0	135.0
Constituent satisfaction ratings (scale of 1-8)	6.8	7.0	7.1	7.2	7.3

Agency Summary

Board of Athletic Trainers

Shaina Ganatra, 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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	136.5	165.3	243.9
Total	136.5	165.3	243.9

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	136.5	165.3	243.9
Total	136.5	165.3	243.9
FTE Positions	1.50	1.50	1.50

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Improve e-Licensing user interface and workflow.

Description: The Board of Athletic Training implemented e-Licensing 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:

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

Issue: 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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	1.5	1.5	1.5
Other Appropriated Funds	167.0	167.0	167.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure that licenses and renewals are issued in a timely manner.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of Athletic Training licenses issued including initials and renewals.	798	900	846	888	932
Number of Licensees	886	1,000	868	911	956
Number of license renewals received	681	800	716	751	789
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: To investigate and adjudicate complaints within 120 days.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Complaints received	6	6	6	7	7
Disciplinary actions taken	1	1	3	4	4
Complaints resolved within 120 days	2	2	3	4	4

Goal: To continually improve customer satisfaction by providing consistency in carrying out the Board’s policies and procedures for licensing and regulation.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of athletic training complaints received	6	6	6	7	7
Percent of licenses issued within 10 days of approval.	100	100	100	100	100
Complaints resolved within 120 days	2	2	3	4	4
Customer Satisfaction rating (scale 1-5)	5	5	5	5	5

Agency Summary

Attorney General - Department of Law

Kris Mayes, Attorney General
Phone: (602) 54-7000
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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Legal Services	142,081.5	159,808.6	146,121.0
Central Administration	25,333.4	21,203.5	21,203.5
Total	167,414.9	181,012.1	167,324.5

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	27,169.8	27,749.2	29,561.6
Other Appropriated Funds	58,165.6	76,011.4	60,511.4
Other Non-Appropriated Funds	82,079.4	77,251.5	77,251.5
Total	167,414.9	181,012.1	167,324.5
FTE Positions	1,103.90	1,109.27	1,121.07

All dollar amounts are expressed in thousands, as requested by agencies.

Issue: To Defend the State from Criminal Activities

Description: To Defend the State from Criminal Activities

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: To Protect Citizens Against Crime: Children, Seniors, Families & Communities

Description: To Protect Vulnerable Citizens Against Crime

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) and the Elder Affairs Unit.
- 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 habeas petitions brought under 28 U.S.C. § 2254.

Issue: To Provide Protection to Consumers

Description: To Protect Consumers

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.
- Aggressively litigate against companies, individuals, and corporations that 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.

GOAL 3: Deter and stop fraudulent conduct against consumers by imposing effective injunctive relief and meaningful civil penalties against violators.

STRATEGIES:

- Ensure that consent judgments require defendants to take all appropriate measures to make affected consumers whole, cease unlawful practices and effectuate appropriate changes to ensure that all unlawful behavior is stopped.
- Ensure that consent judgments impose civil penalties in an amount that reflects the severity of the harm and the willfulness of the conduct, among other appropriate factors.

Issue: To Provide Exemplary Legal Services

Description: To Provide Legal Services for State Agencies, Boards and Commissions

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 offered by the Office.
- Reduce the need for outside counsel whenever possible, thereby preserving precious taxpayer resources.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	1,109.2	1,109.2	1,109.2
General Fund	37,215.9	37,215.9	37,215.9
Other Appropriated Funds	60,511.4	60,511.4	60,511.4
Non-Appropriated Funds	64,033.1	64,033.1	64,033.1
Federal Funds	10,218.4	10,218.4	10,218.4

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Legal Services

Leslie Heathcotte, Chief Operating Officer

Phone: (602) 54-8046

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	19,364.4	22,311.4	24,123.8
Other Appropriated Funds	54,355.3	75,164.9	59,664.9
Other Non-Appropriated Funds	68,361.8	62,332.3	62,332.3
Total	142,081.5	159,808.6	146,121.0
FTE Positions	1,012.10	1,014.23	1,026.03

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Civil Rights Division

Leslie Kyman Cooper, Division Chief Counsel

Phone: (602) 54-8312

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,683.0	1,561.4	1,561.4
Other Appropriated Funds	25.7	75.0	75.0
Other Non-Appropriated Funds	1,469.0	4,772.8	4,772.8
Total	3,177.7	6,409.2	6,409.2
FTE Positions	32.00	33.78	33.78

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To increase compliance with anti-discrimination laws through timely and effective investigation.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of cases investigated	1,437	1,450	1,678	1,500	1,500
Number of cases resolved	846	950	958	850	850
Percentage of cases resolved using voluntary settlement agreements	14	12	10	12	12

Goal: To identify major litigation and to obtain monetary relief and significant remedial relief as appropriate.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of lawsuits	2	5	6	4	4
Number of lawsuits resolved	4	4	1	2	2
Percentage of litigation cases resolved using voluntary settlement agreements	80	40	16	50	50

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of cases referred to mediation	714	850	681	600	600
Number of Civil Rights discrimination cases mediated	141	150	190	150	150
Percentage of Civil Rights mediations in which agreement was reached	51	45	41	40	40
Maintain satisfaction rate of participants above 90 percent	100	95	100	95	95

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of training presentations and outreach events	11	12	11	11	11

Agency Summary

Legislative - Auditor General

Lindsey Perry, Auditor General

Phone: (602) 553-0333

A.R.S. § 41-1279

Mission:

We are independent and provide impartial information, impactful recommendations, and stakeholder education to improve Arizona government for its citizens.

Description:

The Auditor General is appointed by the Joint Legislative Audit Committee and approved by a concurrent resolution of the Legislature.

The Arizona Auditor General serves as an independent source of impartial information concerning State and local governmental entities and provides specific recommendations to improve the operations of those entities.

To fulfill its statutory duties, the Office must:

- Ascertain whether public entities are making wise use of their resources—public money, personnel, property, equipment, and space.
- Determine whether public entities are complying with applicable laws, regulations, and governmental accounting and financial and reporting standards.
- Define standards and establish procedures for accounting and budgeting, as the Legislature requires.
- Provide technical assistance to State and local governmental entities.

The Office has audit responsibility for State agencies, counties, universities, community college districts, and school districts. The Office also completes highly specific research and investigative projects in response to legislative requests.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Auditor General	21,564.9	29,605.8	27,605.8
Total	21,564.9	29,605.8	27,605.8

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	19,845.4	28,316.6	26,316.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	1,719.5	1,289.2	1,289.2
Total	21,564.9	29,605.8	27,605.8
FTE Positions	170.00	244.80	244.80

All dollar amounts are expressed in thousands, as requested by agencies.

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

Total	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
FTE Positions			

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 consolidates all performance measures during SFY 2023.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of inspections conducted	4,450	4,000	0	4,000	0
Number of complaints received	975	800	0	800	0
Average number of calendar days from receipt of application to acceptance or denial	28	28	0	28	0
New examination applications accepted	700	700	0	700	0
Number of new barber/instructor licenses issued	702.0	655.0	0	655.0	0
Percent of examinations passed	90	80	0	80	0
Number of new shop/school licenses issued	144	125	0	125	0
Number of written examinations given	720	770	0	770	0
Number of practical examinations given	698	650	0	650	0
Average calendar days from receipt of completed application to issuance of license	28	28	0	28	0

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total individuals and establishments licensed	80,396	78,000	0	78,000	0
Customers served by walk in at the front desk	0	0	0	0	0
Call center received phone calls	0	0	0	0	0
Total delinquent Individual and establishment licensed	14,817	12,000	0	12,000	0
Total Inactive individual licenses	5,360	6,000	0	6,000	0

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure that all licenses issued by the Board meet minimum requirements.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of inspections conducted	0	900	0	900	0
Number of complaints received	50	40	0	40	0
Avg. calendar days from receipt of complaint to start of investigation	15	14	0	14	0
Percent of total inspections passed	0	80	0	80	0
Total inspections conducted	4,450	4,500	0	4,500	0
Total complaints and application denials	975	800	0	800	0
Percent of formal hearings and appeals conducted within one year	0	0	0	0	0
Percent of informal interviews conducted or settled within 4 months after investigations	0	0	0	0	0
Percent of inspections receiving an unsatisfactory grade	0	0	0	0	0
Average calendar days to resolve a complaint	120	120	0	120	0
Total number of licenses revoked or suspended budget related	0	0	0	0	0

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average number of calendar days from receipt of application to acceptance or denial	15	15	0	15	0
Administrative cost as a percent of total cost	5	5	0	5	0
Number of all licenses	12,262	11,500	0	11,500	0
Educational class opportunities offered to the public in class or over the internet	0	0	0	0	0
Updates or circulars available to the public and licensees	0	0	0	0	0
Percent of citizen satisfaction surveys reporting Board service as satisfied or higher	N/A	0	0	0	0
Number of individual applications received for attendance at Board offered educational classes	0	0	0	0	0

Goal: To serve licensees in an efficient manner.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Constituents aided in transferring to another governmental jurisdiction or educational institution.	N/A	0	0	0	0
Licensees accepted through reciprocity from another state or country.	1,795	1,500	0	1,500	0
Percentage of applicants or license holders reporting very good or excellent.	N/A	0	0	0	0
Licensees accepted through universal recognition	232	200	0	200	0

Agency Summary

Board of Barber Examiners

Frank Migali, Executive Director

Phone: (480) 784-4632

A.R.S. §§ 32-301 et seq.

Mission:

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

Description:

The Board of Barbers administers barbering examinations, grants and renews licenses, inspects barbering establishments, investigates consumer complaints regarding unlawful activities, and takes measures to resolve complaints, including holding hearings, levying fines, and suspending or revoking licenses.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

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 16,816 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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	2,123.6	2,112.7	2,738.3
Total	2,123.6	2,112.7	2,738.3

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	2,123.6	2,112.7	2,738.3
Total	2,123.6	2,112.7	2,738.3
FTE Positions	20.00	20.00	27.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Increased Licensure Applications

Description: From FY18-FY23, the Board had a 89% 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 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: Continued migration to electronic business practices

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 implementing an e-licensing system, which allows individuals to apply for licensure through a web-based portal. This eliminates manual data entry for applications, address changes, renewals, and other important data. This increases efficiencies and streamlines 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. Continued implementation of e-licensing system.
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. Consolidate electronic resources, streamlining processes.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	27.0	27.0	27.0

All dollar amounts are expressed in thousands, as requested by agencies.

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administration as a percentage of total cost	5.0	5.0	5.0	5.0	5.0
Applications received	2,914	3,205	3,220	3,542	3,896
Average days to resolve a complaint	163	180	203	180	180
Average number of days to process verifications	5	4	4	4	4
Average number of days to renew a license from receipt of application to issuance	8	7	7	5	5
Individuals licensed	2,413	2,654	3,062	3,368	3,705
Number of complaints received about licensees	183	201	235	259	284
Number of new and existing licenses issued	15,212	16,733	16,816	18,498	20,347
Numbers of inspections/investigations	818	900	1,277	1,405	1,545
Percent of application reviews completed within 180 days	99	99	99	99	99
Renewals received	6,004	6,604	6,233	6,856	7,542
Verifications received	695	765	711	782	860

Agency Summary

State Board for Charter Schools

Ashley Berg, Executive Director

Phone: (602) 617-2514

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
State Board of Charter Schools	3,623.0	2,872.6	2,872.6
Total	3,623.0	2,872.6	2,872.6

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	3,028.2	2,835.1	2,835.1
Other Non-Appropriated Funds	594.8	37.5	37.5
Total	3,623.0	2,872.6	2,872.6
FTE Positions	19.00	25.00	25.00

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Department of Child Safety

David Lujan, Cabinet Executive Officer
 Phone: (602) 255-2500
 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 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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Investigations and Operations	332,625.0	321,760.3	347,148.5
Support Services	416,820.3	455,131.1	483,032.8
Out-of-Home Care	207,345.7	250,966.9	273,657.2
Permanency	287,991.4	311,440.4	313,569.4
Total	1,244,782.5	1,339,298.7	1,417,407.9

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	445,953.9	497,994.7	567,526.3
Other Appropriated Funds	798,803.6	841,304.0	849,881.6
Other Non-Appropriated Funds	25.0	0.0	0.0
Total	1,244,782.5	1,339,298.7	1,417,407.9
FTE Positions	2,890.00	3,005.90	3,005.90

All dollar amounts are expressed in thousands, as requested by agencies.

Vision

Children thrive in family environments free from abuse and neglect.

Mission

Successfully partner with families, caregivers, and the community to strengthen families, ensure safety, and achieve permanency for all Arizona's children through prevention, services, and support.

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; prevention services to promote the safety, permanence and well-being of children with birth, foster and adoptive families; adoption promotion and support services; and health care services for children in out-of-home care. DCS also offers extended foster care services and supports for youth exiting care from age 18-21.

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.*
- **Equity** - *We fulfill our mission by enhancing our cultural competence, identifying and respecting our differences, and improving our policy and practice to ensure equitable outcomes for all.*
- **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 provides support to strengthen all types of families in the child's network and community	2024	Agency will strengthen families by offering quality training for our licensed caregivers so they can successfully share the role of parenting with birth families whenever possible. Kinship will also be uniquely supported. Expansion of caregiver array to serve high-needs children such as dually-involved youth, young adults, and vulnerable populations. Initiatives for staff include training on safety assessments, team decision making, parenting time and best practice for domestic violence cases.
2	DCS culture is characterized by compassion, empathy, collaborative problem-solving, inclusion, transparency, responsiveness, and engagement	2024	Initiatives include relationship building with courts, judges, attorneys, Foster Care Review Boards, contracted providers, advocacy and non-profit groups in collaboratively supporting children and families. Building a culture of safety for staff and all who interact with vulnerable children and families, including psychological safety, trauma-informed training and safety science.
3	All members of the DCS workforce have opportunities for professional development and engagement	2024	From how the agency onboards new staff to training and mentorship of all staff; initiatives include fellowships within the department as well as increasing community of practice for staff with other government and family-serving agencies. Retention initiatives such as supporting professional certifications and succession planning.
4	DCS culture, practices, and services are anchored in a vision of Diversity, equity, inclusion and accessibility	2024	Building better relationships with tribes, rural and marginalized communities will ultimately help the children and families we serve. Expansion of the Office of Prevention to include DEIA-role/s to standardize and prioritize accessibility initiatives.
5	DCS supports prevention by partnering with communities to create family-strengthening resources	2024	Expand the safety net for families by connecting community partners with family resource centers and expanding prevention services with an emphasis on screened-out intake reports.
6	DCS uses data for and technology for transparency, accessibility, and problem-solving in a values-driven culture	2024	Support effective collection and analysis of data to foster sound decision making and improvements in the child protection system. Emphasis on identifying disparities or inequities among families and if possible, reduce or eliminate paperwork for staff.

Department of Child Safety

Fiscal Year 2024 Strategic Plan 2-pager

Current Annual Focus

#	Annual Objective	Objective Metrics	Annual Initiatives
1	<ul style="list-style-type: none"> Promote caregiver experience of being supported and equipped to care for children Expand the caregiver array to meet the individual and diverse needs of children in care Improve fidelity and quality of family-serving practice models and programs 	<ul style="list-style-type: none"> Increase the percentage of kinship caregivers who are licensed Increase the percentage of children in care who live with kin Increase the number of community foster care homes Decrease the percentage of children in care who live in congregate care to less than 10% Increase parent satisfaction with DCS referred services Decrease the number of service requests on waitlists Increase the rate of children exiting care to reunification 	<ul style="list-style-type: none"> Solicit new Foster and Adoptive Supports scope of work Expand access to targeted training for foster, kinship, and other caregivers Implement recruitment efforts to expand therapeutic foster home availability, placement options for dually-adjudicated youth, and availability of African American/Black and native American foster homes Conduct Permanency Roundtables for Black/African American children residing in congregate care Implement the Cultural Brokers program Transform Team Decision Making meetings to improving teaming, inclusion, and shared decision making Transform Parenting Time practice to be natural and supportive for families and all involved Implement staff development activities to increase fidelity of SAFE AZ model application by all partners Implement new supports to improve quality of contracted services, including a Community of Practice
2	<ul style="list-style-type: none"> Develop skills and processes that improve communication, responsiveness, and collaborative problem-solving within DCS and with external partners 	<ul style="list-style-type: none"> Safety Culture survey results Decrease Ombudsman complaints Increase average response time for public records requests Annual partner satisfaction survey results 	<ul style="list-style-type: none"> Deepen the integration of safety science throughout DCS operations Provide Culturally Grounded Practice and Empathy Training for all DCS staff Provide trauma and resiliency training to staff and caregivers Implement methods to protect the physical safety and emotional well-being of DCS employees Develop an Engagement Practice Profile with core elements and operational definitions of behaviors that demonstrate the DCS culture when interacting with families Implement technology to enable internal communication and feedback loops between all levels and functions
3	<ul style="list-style-type: none"> Strengthen and expand learning and mentoring opportunities for DCS employees Expand internal opportunities for career development and professional advancement 	<ul style="list-style-type: none"> Decrease DCS employee turnover Decrease employee separations Increase average length of employment with DCS Increase employee engagement survey scores 	<ul style="list-style-type: none"> Expand partnerships with Arizona colleges, universities and other state agencies to increase professional development opportunities for DCS and Assistant Attorneys General Implement career development and professional advancement pathways for family-serving and support service employees Provide Supervisors and Program Managers guided coaching on the core elements of SAFE AZ and Supervision Transform Core training to support transfer of learning from classroom to the practical application of skills
4	<ul style="list-style-type: none"> Create a Diversity, Equity, Inclusion and Accessibility (DEIA) Program in accordance with the Governor's Executive plan Improve relationships to increase collaborative decision-making with communities that are disproportionately involved with DCS 	<ul style="list-style-type: none"> Decrease racial disparity in rate of child entry into care Decrease racial disparity in calls to the DCS Hotline Safety Culture survey results related to diversity and inclusion 	<ul style="list-style-type: none"> Establish an office of DEIA that will provide continuous learning regarding DEIA in the organizational culture, practices, and services to clients and the public, ensuring all are anchored in the DCS DEIA vision Establish outreach and engagement with rural communities and providers Develop authentic, collaborative partnerships with people who have lived experience with DCS and impacted communities to inform better prevention programs, service delivery, and family experiences. Continue to support and integrate the work and recommendations of the DCS Black/African American Disparity committee
5	<ul style="list-style-type: none"> Expand and strengthen access to community resources that meet families' needs without DCS involvement Improve prevention services to maintain children safely at home and support reunification for families with DCS involvement 	<ul style="list-style-type: none"> Decrease the rate of calls to the DCS Hotline per 1,000 children in Arizona Decrease the rate of child entry into care Decrease the rate of repeated DCS reports within 12 months 	<ul style="list-style-type: none"> Expand the Office of Prevention to increase community outreach and engagement and implement the FFPSA Prevention Plan Collaborate with prevention partners to strengthen the Family Resource Center Network Implement mandated reporter reforms Expand family support services in South Tucson and other communities with high rates of child entry into care
6	<ul style="list-style-type: none"> Increase data and software use within the DCS value driven culture for accessibility, transparency, and collaboration Upskill people within DCS business functions to create and use technology to add measurable value 	<ul style="list-style-type: none"> Increase the number of reports disaggregated by race and ethnicity Implement a support network for employees to increase their technology skills Deploy a modern cloud data platform Decrease the number of paper forms required by policy and procedure 	<ul style="list-style-type: none"> Define organizational structures, policies, and procedures for use of products and data Define and implement supports to build capacity of internal employees to create new technology solutions Design and implement a modern cloud data platform and governance tools Define governance framework for use of data

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	483.8	542.4	715.9
Total	483.8	542.4	715.9

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	(0.0)	0.0	0.0
Other Appropriated Funds	483.8	542.4	715.9
Total	483.8	542.4	715.9
FTE Positions	4.00	5.00	7.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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:

The Board continues to address the backlog of complaints dating back to FY 2018. The Board has worked to address the majority of complaints. In the last year, the Board heard eighty-seven (87) cases and fully adjudicated forty-five (45) complaints. The Board has successfully resolved all FY 2018 and 2019 complaints. As for FY 2020, only three (3) complaints remain. These complaints are awaiting Formal Hearings. Fifteen (15) complaints are left to investigate and hear for FY 2021 and 2022, and the Board anticipates the remaining complaints being closed in early 2024.

In reviewing the data, the Board has made significant progress in the average number of days from receiving the complaint to closure. For FY 2022, the average time to close an open complaint is 292 average days, down significantly from the all-time high of 522 average days in FY 2020. Additionally, the Board has reduced the average number of days for High Priority (HP Cases) complaints from the high in FY 2020 of 612 average days to 129 days in FY 2022.

Since the Board has prioritized High Priority Complaints over medium and lower-priority complaints, there is still a significant delay in investigating these lower-level cases. The Board has recently hired an additional investigator to help investigate its medium to lower-level matters and reduce the average number of days from its high in FY 2021 of 460 days to an average at or below 180 days.

During the last five years, most complaints before the Board have evolved from simple refund issues and advertising matters to 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.

Utilizing two investigators to address complaints and move cases forward in a more expeditious manner will help the Board achieve this vital objective. However, without the additional requested staff support for Renewal Applications and Business Entities, it will likely have to shift responsibilities back to the investigative staff to handle these other processes.

The Board has and continues to use AMS and visual management tools to track high-priority cases, where cases are in the pipeline for review by the Board and placement on the Board's agenda. This process ensures all cases are moved forward to the next steps promptly. The agenda is planned out in quarterly segments, and cases are plotted

accordingly.

Lower-priority and easy-to-resolve cases are no longer prioritized over the more complicated high priority cases. Complaints are monitored and tracked daily, assigned to an investigator, and then placed on the 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: Cross-train all staff in routine office and business functions in Thentia Cloud Solution

Description: The Board has shifted from using the 1995 Microsoft Access Database to the Thentia Online Application and Licensure Portal. As a result of this change, staff members must be able to navigate all parts of the system. A small team must be familiar with all the essential business functions to support the public and licensees.

Solutions:

The Board is currently utilizing this time to introduce new database sections and develop How-To Guides for staff and portal users. These guides are stored and shared on the Board's Thentia Google Drive for staff and posted on the Board's website for portal users, making them easily accessible.

We are expanding the How To Guides to cover most of the Board's business functions, making it easy for all staff to access informative guides for their daily responsibilities. Furthermore, staff members will share lower-level procedures weekly, helping them stay sharp and engaged with these processes and any updates.

Every day, the staff has a huddle call to check on everyone's workload and ensure the team is on track to complete tasks on time, meeting internal and external deadlines. Once a week, there is a staff meeting to discuss any updates to Board processes and brainstorm ways to improve efficiency. When necessary, all staff members pitch in to complete tasks such as Continuing Education Applications, Renewal Applications, answering phone calls, and responding to emails.

Issue: Establish the capability of accepting Continuing Education applications and fees in electronic formats

Description: The Board currently only accepts paper copy applications and payments in the form of checks or money orders. These outdated processes prevent the Board from processing the applications in a reasonable timeframe. There is no statute timeframe for processing these applications. This results in a long delay in processing these applications. The Board is striving to reduce the application wait times from 90 to 120 days to 45 days or less.

Solutions:

Thentia is developing a CE Provider Portal that the Board may integrate into its portal features in the future. Within the past year, the Board implemented a new Online Submission Application for CE Applications and established a Continuing Education Provider and Trainer website. Additionally, the Board now accepts online payments, eliminating the need for checks and money orders. These modifications have significantly enhanced the overall process. It is too early to deduce if these changes have improved the Board's average application turnaround time, but the Board is monitoring and tracking these improvements.

The Board has requested an extra employee to aid in processing Renewal Applications and Continuing Education applications. This additional staff support will assist the Board in providing a superior customer service experience for its CE Providers. It will also ensure our licensed individuals have quality and meaningful options for their Continuing Education Credits.

Issue: Update information technology

Description: Update information technology to ensure capable management of practitioner licensure, consumer complaints, and other board responsibilities and activities.

Solutions:

The Board has transitioned to the Thentia Online Cloud Solution as a part of its daily operations. The Board is gradually integrating this technology and onboarding Chiropractic Assistants and their Supervisors onto the platform. New applicants are using the portal to submit their licensure applications. Currently, the Board is processing and reviewing complaints. On September 1, 2023, the Board will notify all licensees on how to access the online portal. Finally, starting in October 2023, the Board will use the portal for its annual renewal process. By December 2023, the Board will be fully onboarded to this new system. The next phase of this solution will be to create an online portal for our Continuing Education providers for their Continuing Education Applications.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	7.0	7.0	7.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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,

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of applications for licensure received	117	132	129	134	142
Average number of business days between receipt of complete application and licensure decision.	15	15	15	15	15
Number of new licenses issued	117	132	95	132	142
Number of licenses issued prior to undisclosed conviction being identified	0	0	0	0	0
Number of licenses eligible for renewal	2,618	2,682	2,565	2,581	2,597
Percent of license renewal applications processed within 15 business days	75	95	75	95	95
Percent of licenses renewed each year	88	90	93	94	95

Goal: 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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of new complaints filed	44	75	48	60	72
Percent of complaints resolved within 180 days of receipt with no hearing required	23	50	18	50	65
Average number of months to resolve an administrative hearing	3	3	3	3	3
Number of licenses revoked, surrendered, or suspended	0	0	5	0	0
Total number of investigations conducted	70	84	53	70	70

Goal: To ensure Board and staff competence and knowledge.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of survey responses which indicate that staff was knowledgeable and courteous in public communications or that the measure was not applicable.	98	98	98	98	98
Administration as a percent of total cost	12	12	12	12	12

Goal: To increase public awareness of agency functions, resources, and public records accessibility.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Self assessment surveys returned.	10	10	10	10	10
Percent of complaint investigations that the Board found to be outside of its jurisdiction.	5	5	5	5	5

Agency Summary

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Clean Elections Commission	9,019.1	5,185.1	5,185.1
Total	9,019.1	5,185.1	5,185.1

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	9,019.1	5,185.1	5,185.1
Total	9,019.1	5,185.1	5,185.1
FTE Positions	6.00	8.00	8.00

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Arizona Commerce Authority

Sandra Watson, Cabinet Executive Officer
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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Arizona Commerce Authority	106,566.8	217,000.6	226,500.6
Total	106,566.8	217,000.6	226,500.6

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	46,050.0	62,650.0	72,150.0
Other Appropriated Funds	(0.0)	0.0	0.0
Other Non-Appropriated Funds	60,516.8	154,350.6	154,350.6
Total	106,566.8	217,000.6	226,500.6

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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: 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-state 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: Capital Investment

Description: Attract \$20 billion in capital investment (combined total for attraction and expansion projects)

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 foreign offices in multiple locations around the world to enhance business engagements leading to increases in foreign investment in Arizona.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	90.0	90.0	90.0
General Fund	49,000.0	49,000.0	49,000.0
Non-Appropriated Funds	117,500.0	117,500.0	117,500.0
Federal Funds	51,700.0	51,700.0	51,700.0

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Arizona Commerce Authority

Sandra Watson, CEO
Phone: (602) 845-1215

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	46,050.0	62,650.0	72,150.0
Other Appropriated Funds	(0.0)	0.0	0.0
Other Non-Appropriated Funds	60,516.8	154,350.6	154,350.6
Total	106,566.8	217,000.6	226,500.6
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Arizona 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	46,050.0	62,650.0	66,650.0
Other Appropriated Funds	(0.0)	0.0	0.0
Other Non-Appropriated Funds	41,722.7	105,118.1	105,118.1
Total	87,772.7	167,768.1	171,768.1
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To attract business to Arizona and grow existing Arizona business.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of new opportunities added to the ACA’s business attraction and expansion pipeline.	232	200	351	300	0
Number of projected new jobs to be created over three years by ACA clients.	24,186	20,000	24,246	24,247	0
Projected capital investment to be made by ACA clients over three years. In millions of USD.	10,750	4,000	40,734	4,000	0

Goal: To create new Arizona business.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
New capital formation by ACA early-stage clients. In millions of USD.	1,318	250	786	250	0

Agency Summary

Community Colleges

Phone: () -
ARS §XXXX

Description:

Arizona's community colleges offer training and programs in the arts, sciences, and humanities, and provide vocational education leading to an associate's degree, certificate of completion, or transfer to a baccalaureate degree-granting college or university.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Constable Ethics Standards and Training

Dennis Dowling, Chairman
Phone: (602) 343-6280
A.R.S. § 22-136, 22-137 & 22-138

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Constable Ethics Standards and Training	342.6	759.2	759.2
Total	342.6	759.2	759.2

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	342.6	759.2	759.2
Total	342.6	759.2	759.2

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Website

Description: Update website and maximize capabilities

Solutions:

Staff to work with the Board to update the website and add new features to include training and complaint history database, include board meeting agendas and minutes.

Issue: Constable Code of Conduct

Description: Revise Code of Conduct

Solutions:

Establish a subcommittee of membership to begin revision of 2009 constable code of conduct and present progress to the Board

Issue: 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.

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To investigate and resolve complaints against constables

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
The number of complaints against constables received by the Board	26	20	54	25	25
The number of complaints against constables resolved by the Board	24	20	50	25	25
The number of constables	90	90	92	90	90

Goal: To distribute grants for constable training & equipment

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
The number of grants awarded	5	20	16	20	20

Goal: To ensure compliance with constable training reporting requirements

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of constables reporting approved training	90	91	90	90	90
Percentage of constable training hours reported on time (within 30 days of completion)	97	100	98	100	100
Number of writs served	70,320	70,000	71,685	72,000	73,000

Agency Summary

Registrar of Contractors

Tom Cole, Cabinet Executive Officer

Phone: (602) 771-6899

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Regulatory Affairs	17,042.7	18,734.6	21,434.6
Total	17,042.7	18,734.6	21,434.6

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	11,190.9	14,067.8	14,067.8
Other Non-Appropriated Funds	5,851.8	4,666.8	7,366.8
Total	17,042.7	18,734.6	21,434.6
FTE Positions	0.00	109.70	109.70

All dollar amounts are expressed in thousands, as requested by agencies.

Registrar of Contractors

Fiscal Year 2024 Strategic Plan 2-pager

Agency Director:

Strategic Planner:

Last modified:

Emily Verdugo

07/17/2023

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Increase construction industry awareness and outreach programs	2022	Implement community engagement programs in both rural and underserved communities. Develop Spanish speaking outreach materials. Diversifying partnerships and re-engaging with partners.
2	Make it easier for people to get licensed in Arizona	2019	Implement Spanish speaking licensing materials, including trade exams, SRE, study materials, and website to reach underserved populations. Continue to refine online processes, including auto-approval of applications for better outcomes. Promote veteran and low income waiver for new licensees. Develop relationships with other agencies to provide business services to promote new/established contractors' success.
3	Reduce regulatory burden and scope confusion for improved government outcomes	2020	Reintroducing Industry Advisory Council (IAC), to assist with updating workmanship standards and Administrative Rule changes to keep up with an ever changing industry. Reissuing scopes that had been previously restricted.
4	Modernize employee recruitment, training, and development to align with today's workforce	2022	Expand employee training, education, development, and retention.

Vision: Protecting Arizonans through balanced oversight of contractors while enhancing consumer advocacy, education and public safety.

Mission: To protect the health, safety and welfare of the public through a regulatory system designed to promote quality construction by Arizona contractors.

Agency Description: The Arizona Legislature established the Registrar of Contractors in 1931.

A.R.S. § 32-1104 enumerates the powers and duties of the Registrar to issue and maintain contractor licenses, investigate and cite violators, adopt construction standards, educate the public and contractors regarding such standards and rules/policies, and assist in dispute-resolution.

Executive Summary:

With the continued growth of construction in Arizona, we showcase the benefits of hiring licensed construction businesses and warn of the significant risk of hiring unlicensed entities.

We promote awareness of economically viable Construction Science Technology careers through events and collaborations.

We continue to seek innovative processes and services and leverage technology to minimize efforts to obtain and maintain a license.

We continue to find ways to reduce regulatory burden and streamline processes to benefit our customers.

We look to recruit, develop, and retain a workforce that delivers exceptional customer service and operational excellence.

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
#1	Increase # of community outreach events *Breakthrough Objective	# of outreach events	Expand outreach to include spanish speaking communities, including media; rural areas, and tribal nations.
#2	1. Increase the % of customer engagement with online tools 2. Increase # of Spanish speaking licenses *Breakthrough Objective 3. Increase # of applications that are utilizing the Veteran and Low income waivers *Breakthrough Objective	1. % of customer online engagement 2. % of completed applications in Spanish 3. % of applications requesting a veteran or low income waiver	1. Improve Customer Portal - Enhance customer portal and website 2. Improve and publish materials in print and on the website to assist in more complete Spanish speaking applications. 3. Develop and Improve outreach about the waivers.
#3	1. Increase the number of trade tests available in Spanish. *Breakthrough Objective 2. Finalize the Workmanship Standards and Administrative Rules. 3. Preserve the structural capacity of the Registrar of Contractors' general fund	1. average # of tests translated Spanish 2. % of completed standards 3. % difference of monthly revenue and expenditures	1. track number of trade tests taken in Spanish. 2. Collaborate with IAC and other stakeholders to revise standards and rules. 3. Create, develop and implement process that evaluates and corrects revenue and expenditure deviations to the structural capacity for the Registrar of Contractors' general fund
#4	Increase employee skill set	# of employees that completed advanced or upgraded training	Enhance employee opportunities for training

5 Year Plan

Issue: Increase construction industry

Description: Increase construction industry awareness and outreach programs in order to:

Implement community engagement programs in both rural and underserved communities. Develop Spanish speaking outreach materials. Diversifying partnerships and re-engaging with partners.

Issue: Get licensed in Arizona

Description: Make it easier for people to get licensed in Arizona in order to:

Implement Spanish speaking licensing materials, including trade exams, SRE, study materials, and website to reach underserved populations. Continue to refine online processes, including auto-approval of applications for better outcomes. Promote veteran and low income waiver for new licensees. Develop relationships with other agencies to provide business services to promote new/established contractors' success.

Issue: Reduce regulatory burden

Description: Reduce regulatory burden and scope confusion for improved government outcomes in order to:

Reintroducing Industry Advisory Council (IAC), to assist with updating workmanship standards and Administrative Rule changes to keep up with an ever changing industry. Reissuing scopes that had been previously restricted.

Issue: Focus on employees

Description: Modernize employee recruitment, training, and development to align with today's workforce in order to:

Expand employee training, education, development, and retention.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	109.7	109.7	109.7
Other Appropriated Funds	14,067.8	14,067.8	14,067.8
Non-Appropriated Funds	4,666.8	4,666.8	4,666.8

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Regulatory Affairs

Emily Verdugo, Assistant Director
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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	11,190.9	14,067.8	14,067.8
Other Non-Appropriated Funds	5,851.8	4,666.8	7,366.8
Total	17,042.7	18,734.6	21,434.6
FTE Positions	0.00	109.70	109.70

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To expand outreach to include Spanish speaking communities, including media; rural areas, and tribal nations

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
# of outreach events completed	12	10	9	10	10

Goal: To improve and enhance customer portal and website

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
% of customer online engagement	0%	60%	78%	80%	80%

Goal: To create, develop and implement process that evaluates and corrects revenue and expenditure deviations to the structural capacity for the Registrar of Contractors' general fund

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
% difference of monthly revenue and expenditures	0%	10.00%	0.01%	0.01%	0.01%

Goal: To enhance employee opportunities for training

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
# of employees that completed advanced or upgraded training	12	20	14	16	18

Goal: To always be tracked measures

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total # of contractors licensed in state	44,646	45,500	45,242	46,000	46,500
# of complaints received - unlicensed contractors	1,444	1,500	1,408	1,500	1,500
# of days for Public Records Request turnaround	5	10	11	10	10
# of rules eliminated	0	2	0	1	0
# of Statutes Improved or Repealed	1	0	0	1	0
# people reached	54,575	54,000	50,309	49,000	52,000
% engagement	49.00	35.00	31.80	35.00	35.00
% of Applicants/Licensees called Prior to Adverse Action - Compliance (Filing of Complaint)	100	100	100	100	100
% of Applicants/Licensees called Prior to Adverse Action - Licensing (License Denial)	100	100	100	100	100
% use of Complaints Submitted through Portal	51	75	80	80	80
% use of New Applications Submitted through Portal	81	80	90	90	90
Average # of days to close complaint	30	32	35	33	33
Average # of days to issue a new license	10.00	10.00	6.60	10.00	10.00
Average # of days to process recovery fund claims	154	120	111	107	105

Agency Summary

Corporation Commission

Douglas R Clark, 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 eight 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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administration	6,736.4	7,640.1	8,515.1
Hearings	2,393.7	2,824.7	2,824.7
Corporations	3,315.6	7,958.9	7,958.9
Securities	5,118.0	6,214.4	6,289.4
Railroad Safety	1,009.3	1,527.6	1,577.6
Pipeline Safety	538.8	3,194.5	3,194.5
Utilities	5,652.9	8,182.4	8,182.4
Legal	2,031.2	2,324.1	2,324.1
Information Technology	3,427.8	5,177.1	5,177.1
Total	30,223.7	45,043.8	46,043.8

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	756.4	798.9	848.9
Other Appropriated Funds	27,012.8	36,228.9	37,178.9
Other Non-Appropriated Funds	2,454.5	8,016.0	8,016.0
Total	30,223.7	45,043.8	46,043.8
FTE Positions	255.00	301.50	301.50

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Succession Planning

Description: Like every knowledge-based organization, our personnel are our most valuable resource. The Commission has successfully retained its top-tier personnel for relatively long tenures. However, since the pandemic, retention success has created two unintended but significant consequences:

- 1) Limited career development / upward mobility, and
- 2) The impending loss of knowledge base through retirement. Nearly 20% of the Commission’s workforce is eligible for retirement today. In 5 years, that number increases to over 40%.

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 seek new and better recruitment strategies for entry-level 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, and we are working with Veteran support groups to recruit eligible Veterans. As are most employers, we are challenged by the lack of applicants seeking new and creative ways to attract and retain new and qualified talent.

Issue: Commission and Website Rebranding

Description: Over the years, the Commission has done multiple upgrades and tweaks to its website. Many of the upgrades were for new apps or databases that tied into the website for use by the public. Many of the links no longer work or have outdated information. Google searches do not pull up correct or relevant information.

Solutions:

The Commission is working with a consultant group to assist in gathering ideas and updating the Commission’s vision and mission. The goal is to make the website more attractive and user-friendly.

Issue: Training Programs for Leadership and New Staff

Description: As we look forward to succession planning, the Commission must develop leaders from our current staff to be ready to step in as those planning to retire step out into their next life path. Development of the current staff has been limited to training in their current roles without attempting to develop them in ways to further their career.

Solutions:

The Commission is aggressively seeking training paths for both leadership and new staff. These training programs will guide staff on a career path to learn more about their current job roles and train them to be the leaders of tomorrow. The goal is to make the Commission a place where employees want to stay and grow their careers.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	301.0	301.0	301.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.3	0.3	0.3
Federal Funds	0.0	0.0	0.0

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	12.8	5.3	5.3
Other Appropriated Funds	4,864.7	6,632.0	7,507.0
Other Non-Appropriated Funds	1,858.9	1,002.8	1,002.8
Total	6,736.4	7,640.1	8,515.1
FTE Positions	29.00	31.00	31.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure all matters coming before the Commission are resolved in a timely manner, in accordance with administrative procedures.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Open Meeting held	13	15	12	12	12
Open Meeting Agenda items	353	300	325	300	300
Staff Meetings held	22	17	18	20	20
Staff meeting Agenda items	85	75	51	45	45
Special Open Meeting / Workshops held	21	15	27	10	10
Special Open Meeting / Workshop Agenda Items	39	50	165	30	30
Public Comment meetings held	15	2	7	3	3
Public Comment Agenda items	15	5	7	3	3
Joint Appearance (3 or more Commissioners at an event)	8	3	12	10	10
Stakeholder meetings	4	3	0	2	2
Stakeholder Agenda Items	46	15	0	2	2

Goal: To provide business services to all Divisions.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Purchase orders issued	533	600	888	800	800
Claims processed	1,420	1,500	1,666	1,750	1,750
Revenue deposited with the Treasurer (in millions)	69.8	70.0	96.5	97.0	97.0

Program Summary

Hearings

Jane Rodda, Chief Administrative Law Judge

Phone: (602) 542-1247

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	2,393.7	2,824.7	2,824.7
Total	2,393.7	2,824.7	2,824.7
FTE Positions	18.00	21.00	21.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To conduct fair and impartial hearings, and to propose timely, factually, and legally sound Orders for the Commissioners' consideration.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of hearings/arbitrations held	54	50	53	50	50
Procedural Orders issued	504	600	587	600	600
Proposed Orders issued	115	100	120	100	100

Goal: To provide timely and efficient docket services to regulated utilities and consumers.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Open Meeting items processed	1,460	1,400	1,373	1,400	1,400
Filings docketed (in thousands)	8.6	9.0	10.4	9.0	9.0
Number of Decisions	514	500	383	400	400

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	3,251.9	4,458.9	4,458.9
Other Non-Appropriated Funds	63.7	3,500.0	3,500.0
Total	3,315.6	7,958.9	7,958.9
FTE Positions	45.50	55.50	55.50

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide customers with timely processing of their business documents.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of expedited requests achieved within 5 business days on average	86	90	87	95	90
Percent of regular requests achieved within 30 business days on average	100	100	100	100	100
Range of days to process expedited requests - Examination Section	1-6	1-6	0	1-6	0
Range of weeks to process regular requests - Corporate Filings	1-5	1-3	0	1-3	0
Total Active Corporations	578,370	585,000	0	589,000	0
Total Active LLCs	1,321,231	1,390,000	0	1,453,000	0
Total active corporations and Limited Liability Corporations recorded	1,899,601	1,975,000	0	2,042,000	0
Total number of paper filings	80,841	81,000	0	82,000	0
Total number of electronic filings	424,942	425,000	0	429,000	0
Total filings received	505,783	506,000	0	511,000	0
Total percentage of electronic filings	84	84	0	84	0
Range of days to process regular requests - Annual Reports	15-2	14-2	0	14-2	0
Range of days to process Expedited requests - Annual Reports	1-3	1-3	0	1-3	0
Total number of Annual Reports filed electronically	129,378	130,000	0	132,000	0
Total number of Annual Reports filed	135,967	140,000	0	144,000	0
Total number of Same Day/Next Day filings	7,471	7,500	0	7,600	0
Range of Weeks to process regular requests - Examination Section	2	1	0	1	0

Goal: To provide customers the most expedient public information services possible.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Division-wide calls received	137,718	140,000	0	145,000	0
Division-wide calls answered	117,203	120,000	0	122,000	0
Range of days to process expedited requests - Records Section	1-3	1-3	0	1-3	0
Range of days to process regular requests - Records Section	13-2	13-2	0	13-2	0
Counter, mail and fax work orders	19,501	20,000	0	21,000	0
Number of website hits (in millions)	34.4	34.4	0	34.5	0
Corps. Forms hits	28,000	30,000	0	30,000	0
Total number of document images viewed (in millions)	1.3	1.3	0	1.3	0

Goal: To streamline and improve internal customer-related administrative/ operational functions.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total mail and faxes received, division-wide	50,816	51,000	0	52,000	0
Number of documents scanned - IPS Section	75,909	76,000	64,451	78,000	60,000
Total Payments processed	375,504	380,000	379,504	390,000	384,000

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	5,118.0	6,214.4	6,289.4
Total	5,118.0	6,214.4	6,289.4
FTE Positions	47.00	54.00	54.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure that registered securities offered to public investors are structured fairly and equitably and fully disclose all information necessary for an investor to make an informed decision.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of applications/filings	24,864	26,000	25,091	26,000	26,000
Number of registrations/exemptions	28,825	28,000	28,701	28,000	28,000
Number of exemptions (Rule 126)	3,905	2,000	2,987	2,000	2,000
Number of months required to review applications	0	1.5	1.5	1.5	1.5
Number of other exemptions	56	60	29	60	60
Number of name changes	2,018	1,500	984	1,500	1,500
Number of dealer examinations	8	5	5	5	5
Number of dealer registrations	1,848	1,800	1,853	1,800	1,800
Number of salesman registrations	234,911	220,000	248,287	250,000	250,000
Number of IA registrations	674	600	3,827	3,800	3,800
Number of IAR registrations	11,543	10,000	12,768	13,000	13,000
Number of IA examinations	28	40	44	40	40
Number of Public Educational Programs	33	30	38	30	30
Number of Legislative initiatives	0	0	0	0	0

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of complaints	279	200	338	200	200
Enforcement action: number of investigations initiated	159	60	194	60	60
Enforcement action: number of subpoenas issued	279	200	377	200	200
Commission Order: Number of Cease and Desist Orders	24	25	48	25	25
Commission Order: Fines- Number of Respondents	50	40	44	40	40
Commission Order: Restitution - Number of Respondents	38	30	42	30	30
Number of civil cases initiated	2	0	7	0	0
Number of indictments - True Bills	0	5	2	5	5
Number of civil proceedings closed	0	2	5	0	0
Number of civil proceedings open at year end	2	2	2	0	0
Total examinations under oath	22	30	16	30	30
Number of cases to hearing	3	2	6	2	2
Administrative Proceedings: Number Respondents	43	30	44	30	30
Number of administrative proceedings initiated	18	15	19	15	15
Civil Proceeding Initiated : Number of Defendants	5	0	11	0	0
Number Criminal Defendants - Indicted	0	5	2	0	0
Number of Criminal Restitution Orders	3	3	3	3	3
Number of Defendant Pleas and Convictions	6	5	2	5	5
Number of Investigations Closed	197	75	127	75	75
Number of Investigations Open at Year End	115	75	103	75	75
Number of Respondents: Commission Orders	26	40	48	40	40

Program Summary

Railroad Safety

Chris Watson, Director
 Phone: (602) 320-6219
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	743.6	793.6	843.6
Other Appropriated Funds	232.1	719.8	719.8
Other Non-Appropriated Funds	33.6	14.2	14.2
Total	1,009.3	1,527.6	1,577.6
FTE Positions	8.00	10.35	10.35

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To promote and ensure the safe operation of Arizona railroads.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Miles of railroad track inspected	2,721	3,900	5,897	4,000	4,000
Freight cars inspected	2,360	2,500	1,851	2,500	2,500
Locomotive units inspected	120	110	146	120	120
Operating practices inspections	133	75	56	150	170
Hazardous materials inspections	1,414	1,100	50	1,100	1,100
Grade crossing inspections	277	220	261	240	240
Industrial spur track inspections	266	100	221	150	150
Federal violations filed	15	10	5	20	20
Derailments	48	50	45	40	40
Number of grade crossing accidents	43	40	24	40	40

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other accidents	39	20	26	20	20
Grade crossing complaints	140	55	188	100	100
Other complaints	36	45	20	25	25
Operation Lifesaver presentations	1	4	5	4	4
HazMat Accidents/Incidents	26	30	17	30	30

Goal: To ensure rail/highway grade crossings safety.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Grade crossings improved	4	5	4	5	5
New Grade Crossings Installed	1	1	1	6	3
Signal & Train control inspections	155	120	63	50	50
Signal system components inspected	1,211	1,200	751	550	550

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	112.2	0.0	0.0
Other Non-Appropriated Funds	426.5	3,194.5	3,194.5
Total	538.8	3,194.5	3,194.5
FTE Positions	17.00	18.65	18.65

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To protect the public and the environment by providing the highest level of pipeline safety awareness.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Fines collected (in thousands)	20	40	89	40	40
Total intrastate inspections (major operator only)	465	200	425	200	200
Violations: Intrastate (major operators only) Prior years include master meter operators	194	50	68	50	50
Violations: Master Meter	745	1,000	1,356	1,000	1,000
Total master meter inspections	690	1,000	1,033	1,000	1,000
Total number of code compliance inspections	1,536	1,000	1,481	1,000	1,000
Total Underground Facilities Law violations written	75	0	109	50	50
Random Underground Facilities Law inspections	341	180	344	180	180
Seminars/Public awareness meetings held	11	20	30	20	20
Investigated incidents	235	200	267	200	200
Total number of Interstate pipeline safety violations	1	0	1	0	0
Total interstate inspections	40	15	23	15	15

Goal: To ensure the pipeline operators in Arizona operate gas pipeline systems as safely as possible.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total intrastate violations corrected (major operators only) *Past years included Master Meter violations corrected	188	50	144	50	50
Major pipeline operators training classes held	1	0	0	0	0
Total master meter violations corrected	523	1,000	761	1,000	1,000

Goal: To receive and maintain an interagency agreement with the Federal Dept. of Transportation to ensure safe operations of interstate pipeline.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Renewal of interstate agreement for gas and liquid	2	2	0	2	0

Goal: To maintain and improve the professional skills of the ACC pipeline staff.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Development/updating of training courses for staff	12	15	10	15	15

Program Summary

Utilities

Briton Baxter, Co-Director
Phone: (602) 542-7195
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 six 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	5,604.7	8,132.9	8,132.9
Other Non-Appropriated Funds	48.1	49.5	49.5
Total	5,652.9	8,182.4	8,182.4
FTE Positions	54.00	69.00	69.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure that utility service within the Commission's jurisdiction is available to all consumers at authorized rates.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Utilities regulated	535	536	532	533	533
Rate cases completed	60	51	53	60	60
Tariff applications processed	136	127	166	151	151

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
CLEC applications filed	39	36	29	34	34
ILEC applications filed	3	3	53	28	28
CLEC Interconnection Agreements filed	49	53	20	34	34
Certifications processed: CLECs	11	15	21	16	16
Certifications processed: ILEC	0	1	0	0	0
CLEC interconnection agreements processed	74	49	20	47	47
Total Telecom applications filed	91	92	102	96	96
Total Telecom applications processed	102	85	81	93	93

Goal: To maximize the Division’s operating efficiency through modernization of electronic processing and enhancing the Division’s information technology.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Consumer complaints/requests submitted electronically	3,373	3,599	3,667	3,824	3,989

Goal: To maintain public involvement, accessibility, and regulatory oversight by conducting workshops, forums, and community outreach programs.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of public awareness functions	16	10	36	26	26
Number of water workshops	1	0	4	2	2
Number of electric workshops	11	8	12	11	11

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 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	2,031.2	2,324.1	2,324.1
Total	2,031.2	2,324.1	2,324.1
FTE Positions	16.50	17.00	17.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide efficient, high-quality legal representation.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Education and training expenditures (\$)	5,277	7,200	6,824	7,200	7,200
Attorney legal education classes completed	14	20	22	20	20
Job-related education classes for attorneys	18	75	16	75	75
Classes completed: job-related education for support staff	3	20	5	20	20
Expenditures on advanced research tools	30,212	33,000	33,868	33,320	34,986

Goal: To provide high-quality representation in administrative matters before the Corporation Commission.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Docketed matters handled	187	500	334	500	500
Administrative hearing days handled by the Legal Division	107	30	185	100	100
Orders to Show Cause prepared by the Legal Division	0	1	0	1	1
Formal complaints prepared by the Legal Division	0	1	1	1	1
Discovery/Data Requests/ Responses/ Oppositions prepared	135	300	93	300	300
Motions, Briefs, & other pleadings prepared	220	300	199	300	300

Goal: To provide high-quality representation in Judicial matters before various courts.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Commission actions appealed to courts	4	3	7	3	3
Motions, briefs and other pleadings filed in courts	23	20	27	20	20

Goal: To provide high-quality legal advice to the Commission.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Open/Special Open Meetings attended by Legal counsel	49	40	44	40	40
Line Siting hearing days attended by counsel	83	4	35	4	4
Commission Staff Meetings attended by counsel	16	20	16	20	20

Program Summary

Information Technology

Barbarajo Transue, Asst IT Director
 Phone: (602) 542-0156
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	3,404.2	4,922.1	4,922.1
Other Non-Appropriated Funds	23.6	255.0	255.0
Total	3,427.8	5,177.1	5,177.1
FTE Positions	20.00	25.00	25.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 docu

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of Businesses available via the internet (in thousands) * - Includes entities that are not active, but not past their 6-year removal date.	1,899	2,200	2,044	2,400	2,600
Number of dockets available via the internet (in thousands)	24.0	25.0	24.4	25.0	26.0
Number of internet-submitted electronic filings to the ACC (in thousands)	432.4	450.0	431.0	440.0	440.0

Goal: To use information technologies effectively to enhance intra-agency communications and performance.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of hits to agency intranet pages (in thousands of user sessions)	65.0	65.0	139.4	142.0	142.0
Percentage of staff using electronic document management integrated with business processes.	67	70	72	72	72

Goal: To provide the public with video and audio broadcasts of agency meetings and decisions for communication, participation and transparency.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Open Meetings	34	30	19	20	20
Hearings	94	105	185	150	150
Special Open Meetings	13	15	6	10	10
Staff Meetings	27	20	22	20	20
Workshops and Town Halls	26	20	13	10	10

Agency Summary

Department of Corrections

Ryan Thornell, Cabinet Executive Officer
Phone: (602) 542-5225
A.R.S. § 41-1601

Mission:

To enhance public safety across Arizona through modern, effective correctional practices and meaningful engagements.

Description:

The Arizona Department of Corrections carries out its mission by incarcerating individuals safely in correctional facilities, providing rehabilitation opportunities and programs designed for successful community re-entry. During incarceration, community standard healthcare services are provided to the incarcerated population. 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. The Department supervises offenders released to community supervision using a continuum of services and evidence-based programs. The Department returns to custody offenders who choose not to engage in their own rehabilitation and continue to present a threat to public safety. The Department embraces challenges and successes as opportunities to continuously improve operations, resulting in an exceptional return on investment for the citizens of Arizona, which serves as a national model for corrections.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Prison Operations and Services	1,397,772.5	1,507,462.0	1,676,106.3
Community Corrections	33,129.6	43,678.0	37,466.4
Administration	98,201.4	84,729.6	82,291.0
Total	1,529,103.5	1,635,869.6	1,795,863.7

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,374,200.2	1,483,523.8	1,660,435.6
Other Appropriated Funds	52,559.4	57,795.7	54,189.0
Other Non-Appropriated Funds	102,343.9	94,550.1	81,239.1
Total	1,529,103.5	1,635,869.6	1,795,863.7
FTE Positions	9,806.00	9,806.00	9,806.00

All dollar amounts are expressed in thousands, as requested by agencies.

Vision: The Arizona Department of Corrections, Rehabilitation and Reentry (ADCRR) is committed to creating a safe, secure, and humane correctional environment that provides a healthy environment for staff and offers the incarcerated population opportunities to learn and practice the necessary skills for success upon release.

Mission: To enhance public safety across Arizona through modern, effective correctional practices and meaningful engagements.

Agency Description: The Arizona Department of Corrections, Rehabilitation and Reentry (ADCRR) carries out its mission by incarcerating individuals safely in correctional facilities, providing rehabilitation opportunities and programs designed for successful community re-entry. During incarceration, community standard healthcare services are provided to the incarcerated population. 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: Our strategies align with creating a humane and equitable system that provides the incarcerated population with the necessary tools to successfully re-enter their community. **Improving organizational culture and development:** Strengthening our relationships with stakeholders, staff and the incarcerated population through transparency and accountability. Engaging our communities internally and externally with informed, meaningful communication and creating a healthy, supportive environment achieving safer operations and outcomes. **Optimal population management and progression:** Improving our outcomes by deploying a modern classification system, improving intake processes through validated assessments, re-aligning policies and focused management of our bed inventory. **Quality delivery of services and continuity of care:** Increasing accessibility and delivery of comprehensive medical and mental health services. Bolstering evidence-based programming and treatment services to all levels of populations focusing on re-entry and recovery. **Achieve modernization and sustainability:** Promoting and sustaining a safe, secure, humane and effective prison environment through performance benchmarking, advancing technology and best practices.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategic Priority	FY	Progress / Successes (FY 2023)
1	Build a Meaningful Organizational Culture and Promote the Development of Team	2023	<ul style="list-style-type: none"> The Department has implemented various strategies to increase hiring as well as maintaining its staff. COTA classes have increased allowing for more cadets to start, from FY22 to FY23 there was an increase of 66.56% stating 412 more than FY22. There was a 46.25% increase in cadets graduating from FY22 to FY23. ADCRR has also implemented hiring incentives to draw in more candidates, with providing the incentive in two parts this helps increase those coming in, but also maintaining them for at least 6 months of service.
2	Create and Implement Optimal Population Management and Progression Strategies	2023	<ul style="list-style-type: none"> As part of reentry strategies, ADCRR houses those incarcerated in the lowest possible custody level to prepare them for reentry to society at the same time ensuring safety for the public, staff and other incarcerated population. A new Restrictive Housing Management process resulted in the reduction of those housed in Restrictive Housing by 33%. Consolidation of bed use in units with high vacancies has provided staffing relief based on reduced required staff posting.
3	Deploy Quality Service Delivery of Services and Continuity of Care in Complexes and Communities	2023	<ul style="list-style-type: none"> Counseling and treatment services has increased virtual services by 80%, assisting with getting treatment to residents statewide and in rural areas. Education implemented process notifying operations of on-time attendance. By doing so there has been an overall 10% increase in on-time attendance during FY23, with the largest improvement being 50% at ASPC-Lewis. ADCRR has received its second ADHS DUI treatment license for ASPC-Tucson Whetstone also allowing for virtual treatment to expand not only to ASPC- Tucson, but to all other complexes within the state. An Electronic medical record system has been implemented in all nine prison complexes, resulting in increased work efficiencies in sharing patient health care information supporting and expediting the continuity of care for quality patient care outcomes. Suicides have decreased from 10 in FY22 to 4 in FY23 showing a reduction of 60%
4	Achieve Modernization and Sustainability of Practices and Resources	2023	<ul style="list-style-type: none"> As part of our ongoing efforts to improve safety and security at our facilities, ADCRR has installed 36 body scanners at 9 of our facilities over the last 20 months. Equipped with low dose ionizing x-ray technology, these state-of-the-art scanners have greatly supported our efforts toward reducing the contraband that enters our facilities, including drugs and cellular devices. An additional 22 additional scanners will be installed by the end of 2023.

Strategic Priority	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
<p>1</p> <p>Build a Meaningful Organizational Culture and Promote the Development of Team</p>	<ul style="list-style-type: none"> Promote professional development Become transparent and accountable Enhance communication 	<ul style="list-style-type: none"> # of contacts with Staff Ombudsman Staff regrettable attrition rates # of employee grievances Number of onsite wellness vendor visits 	<ul style="list-style-type: none"> Strengthen the Agency leadership team’s vision, skill set, responsibilities and commitment Active Participation in Prison Fellowship Warden’s Exchange Program Promote transparency and accountability in agency-wide expectations and actions Rebuild communication practices between agency leadership, facility and field leadership, staff, and external stakeholders
<p>2</p> <p>Create and Implement Optimal Population Management and Progression Strategies</p>	<ul style="list-style-type: none"> Retool and deploy modern classifications for the prison population Enhance the admission process with more meaningful assessments for specialized needs 	<ul style="list-style-type: none"> # of individuals that increased in custody level # of individuals that decreased in custody level Restrictive Status Housing (Max custody) Total Population per Month Average length of stay in Restrictive Housing 	<ul style="list-style-type: none"> Build and begin deploying a new, modern classification and custody tools for men and women Implement a comprehensive and engaging intake and admission process, ensuring assessment and service connections are prioritized Establish a meaningful, accountable and time-limited process for the placement and review of individuals placed in restrictive housing/special housing settings
<p>3</p> <p>Deploy Quality Service Delivery of Services and Continuity of Care in Complexes and Communities</p>	<ul style="list-style-type: none"> Expand programming to all levels of population Increase accessibility and delivery of Modern health care services to all populations Comply with Jensen court order 	<ul style="list-style-type: none"> # of program completions # of active in Substance Use Disorder treatment # of active Hep C treatments # of active Medication Assisted Treatment patients 	<ul style="list-style-type: none"> Build new and innovative reentry processes, beginning at admission, focusing on sustainable living and continuity of care Begin expanding education, vocational training, and treatment services to all populations in need Expand and deliver modernized health care services specific to Substance Use Disorder, Hepatitis C and Medication Assisted Treatment
<p>4</p> <p>Achieve Modernization and Sustainability of Practices and Resources</p>	<ul style="list-style-type: none"> Enhance safe, secure, and functional Prison environment 	<ul style="list-style-type: none"> # of Contraband, drug specific % of completion status of projects identified in Building Renewal projects funding 	<ul style="list-style-type: none"> Establish Drug interdiction task force to mitigate the negative impact of illicit drugs and contraband Train staff in the National Institute of Corrections security audit practices, and implement in all ADCRR audits Implement the Crisis Intervention Teams Training Program based on the Bureau of Justice Assistance and National Institute of Corrections models Review and Prioritize ADCRR’s FY24 Capital improvement building renewal plans

5 Year Plan

Issue: Build a Meaningful Organizational Culture and Promote the Development of Team

Description: Promote professional development

Become transparent and accountable

Enhance communication

Solutions:

Strengthen the Agency leadership team's vision, skill set, responsibilities and commitment

Active participation in Prison Fellowship Warden's Exchange Program

Promote transparency and accountability in agency-wide expectations and actions

Rebuild communication practices between Agency leadership, facility and field leadership, staff, and external stakeholders

Issue: Create and Implement Optimal Population Management and Progression Strategies

Description: Retool and deploy modern classifications for the prison population

Enhance the admission process with more meaningful assessments for specialized needs

Solutions:

Build and begin deploying new modern classification and custody tools for men and women

Implement a comprehensive and engaging intake and admission process, ensuring assessment and service connections are prioritized

Establish a meaningful, accountable and time-limited process for the placement and review of individuals placed in restrictive housing/special housing settings

Issue: Deploy Quality Delivery of Services and Continuity of Care in Complexes and Communities

Description: Expand programming to all levels of population

Increase accessibility and delivery of modern health care services to all populations

Comply with Jensen Court Order

Solutions:

Build new and innovative re-entry processes, beginning at admission, focusing on sustainable living and continuity of care

Begin expanding education, vocational training, and treatment services to all populations in need

Expand and deliver modernized health care services specific to Substance Use Disorder, Hepatitis C and Medication Assisted Treatment

Issue: Achieve Modernization and Sustainability of Practices and Resources

Description: Enhance safety, security, and the functional prison environment

Solutions:

Establish drug interdiction task force to mitigate the negative impact of illicit drugs and contraband

Train staff in the National Institute of Corrections security audit practices, and implement in all ADCRR audits

Implement the Crisis Intervention Teams Training Program based on the Bureau of Justice Assistance and National Institute of Corrections models

Review and Prioritize ADCRR's Capital improvement building renewal plans

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	9,577.0	9,577.0	9,577.0
General Fund	1,619,448.8	1,619,448.8	1,619,448.8
Other Appropriated Funds	54,188.9	54,188.9	54,188.9
Non-Appropriated Funds	71,973.0	71,973.0	71,973.0
Federal Funds	15,643.6	15,643.6	15,643.6

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Prison Operations and Services

Tara Diaz, Deputy 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:

The 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. The 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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,272,807.0	1,388,939.3	1,565,787.4
Other Appropriated Funds	49,303.5	52,365.6	50,758.9
Other Non-Appropriated Funds	75,662.0	66,157.1	59,560.0
Total	1,397,772.5	1,507,462.0	1,676,106.3
FTE Positions	9,197.50	9,197.50	9,197.50

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Security

Sean Malone, Assistant Director of Prison Operations
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	629,453.4	629,009.8	635,828.8
Other Appropriated Funds	3,227.8	640.5	640.5
Other Non-Appropriated Funds	3,038.5	38.6	38.6
Total	635,719.8	629,688.9	636,507.9
FTE Positions	7,787.00	7,787.00	7,787.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To safeguard the public, staff, and inmates through the efficient, safe, and secure operation of prisons.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
# of Staff Assaulted per 1,000 inmates (Average Per Month)	1	N/A	1	0	0
Number of escapes of inmates from any location	0	0	1	0	0
Number of suicide attempts (Average Per Month)	5.92	N/A	2.91	0	0
Number of suicides	10	N/A	5	0	0

Subprogram Summary

Inspections and Investigations

John Barcello, 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, inmates, and environmental safety in all Agency matters.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	10,811.0	10,593.2	10,647.7
Other Non-Appropriated Funds	0.4	0.0	0.0
Total	10,811.5	10,593.2	10,647.7
FTE Positions	103.00	103.00	103.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To conduct investigations and audits to ensure State prisons and Department staff are compliant with Department policies and procedures.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average annual Arizona State-Operated Prison compliance audit percent score	87.91	93.00	81.96	93.00	93.00

Subprogram Summary

Prison Management and Support

Sean Malone, Assistant Director of Prison Operations

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 and Wardens and their immediate staff; administers prison budgets and staffing/safety programs; manages prison activation/deactivation; and directs centralized operational systems and services. It includes fiscal management, fleet management, fire and safety, food service, warehouse, and maintenance. The subprogram is also responsible for inmate classification, protective segregation, time computation and records, legal access, and inmate family assistance services

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	125,904.1	128,327.8	144,722.4
Other Appropriated Funds	4,581.0	7,478.2	7,291.5
Other Non-Appropriated Funds	12,280.9	6,959.8	1,521.1
Total	142,766.0	142,765.8	153,535.0
FTE Positions	695.50	695.50	695.50

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide leadership and direction in the management of inmate population growth and the allocation of physical and fiscal resources.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average daily inmate population	34,324	33,464	33,773	34,893	35,925
Average daily rated bed surplus or (deficit)	4,658	5,035	5,404	4,106	3,043

Subprogram Summary

Private Prisons

Sean Malone, Assistant Director of Prison Operations

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 operations, 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 programs 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	5,151.1	5,061.4	5,061.4
Total	5,151.1	5,061.4	5,061.4
FTE Positions	53.00	53.00	53.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average annual Contracted Private Prison compliance audit percent score	92.56	97.50	91.17	97.50	97.50

Subprogram Summary

Inmate Education, Treatment and Work Programs

Eric Stewart (Acting) , Assistant Director of Education, Programs, and Re-entry

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 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	30,169.8	29,250.9	29,250.9
Other Appropriated Funds	1,366.3	1,952.9	1,952.9
Other Non-Appropriated Funds	7,638.1	7,256.0	6,547.0
Total	39,174.2	38,459.8	37,750.8
FTE Positions	291.00	291.00	291.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To maximize inmate participation in Department programming opportunities.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Inmate Program Completions (average per month)	824	850	1,000	1,000	1,000
Inmate Program Utilization Rate (average percent per month)	89.86	90.00	88.39	90.00	90.00

Subprogram Summary

Inmate Health Care

Larry Gann, Assistant Director of Medical Services

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	13,291.7	11,416.2	11,416.2
Other Appropriated Funds	0.0	0.0	(681.1)
Other Non-Appropriated Funds	28.6	89.8	119.8
Total	13,320.3	11,506.0	10,854.9
FTE Positions	47.00	47.00	47.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Stipulation Agreement compliance (average percent per month)	90	100	81	100	100

Program Summary

Community Corrections

Eric Stewart, Assistant Director of Community Corrections

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 in addition to identifying and returning to prison offenders who violate conditions of supervision and present 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 (releases 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	23,526.5	29,364.2	25,349.2
Other Appropriated Funds	710.7	5,228.2	3,228.2
Other Non-Appropriated Funds	8,892.4	9,085.6	8,889.0
Total	33,129.6	43,678.0	37,466.4
FTE Positions	184.00	184.00	184.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To promote successful completion of community supervision

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Re-incarcerated due to technical violations (average per month)	192	190	201	190	190

Program Summary

Administration

Greg Lauchner, Chief of Staff

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	77,866.7	65,220.3	69,299.0
Other Appropriated Funds	2,545.2	201.9	201.9
Other Non-Appropriated Funds	17,789.5	19,307.4	12,790.1
Total	98,201.4	84,729.6	82,291.0
FTE Positions	424.50	424.50	424.50

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To recruit, retain, recognize, and develop staff

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Correctional Officer II regrettable attrition rate	72.96	70.00	72.82	65.00	65.00
Quantity of vacant Correctional Officer II positions	1,970	1,900	1,247	1,200	1,200

Goal: To ensure fiscal responsibility in the administration of the agency's budget

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Appropriated Funds Spending Variance (Actual)	0	1	(2)	1	1

Agency Summary

Board of Cosmetology

Frank L. Migali, Executive Director

Phone: (480) 784-4632

A.R.S § 32-505(A),(B),©

Mission:

The protect the public's health and safety, our agency will license qualified schools, establishments, and individuals, and ensure compliance with state statutes and regulations.

Description:

The Barbering & 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 establishments and schools, 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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	2,905.9	2,886.9	3,509.5
Total	2,905.9	2,886.9	3,509.5

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	2,841.2	2,886.9	3,509.5
Other Non-Appropriated Funds	64.7	0.0	0.0
Total	2,905.9	2,886.9	3,509.5
FTE Positions	23.00	29.50	33.50

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Court of Appeals

Phone: () -

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Court of Appeals - Division I	14,691.3	16,212.7	16,602.3
Court of Appeals - Division II	7,155.5	10,698.6	10,878.1
Total	21,846.8	26,911.3	27,480.4

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	21,846.8	26,911.3	27,480.4
Total	21,846.8	26,911.3	27,480.4
FTE Positions	162.80	162.90	162.90

All dollar amounts are expressed in thousands, as requested by agencies.

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Agency Management	900.7	841.3	841.3
Crime Victims	5,174.5	21,783.9	29,783.9
Statistical Analysis Center	685.6	810.3	5,510.3
Crime Control	22,602.0	15,624.0	17,024.0
Criminal Justice System Improvement	4,094.1	4,890.4	4,890.4
Total	33,456.8	43,949.9	58,049.9

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	13,888.5	14,600.0	28,700.0
Other Appropriated Funds	3,291.4	7,303.8	7,303.8
Other Non-Appropriated Funds	16,276.9	22,046.1	22,046.1
Total	33,456.8	43,949.9	58,049.9
FTE Positions	17.50	20.00	21.00

All dollar amounts are expressed in thousands, as requested by agencies.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	22.0	22.0	22.0
General Fund	4,600.0	4,600.0	4,600.0
Other Appropriated Funds	7,303.8	7,303.8	7,303.8
Non-Appropriated Funds	3,100.0	3,100.0	3,100.0
Federal Funds	8,378.5	8,378.5	8,378.5

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	708.0	733.7	733.7
Other Non-Appropriated Funds	192.7	107.6	107.6
Total	900.7	841.3	841.3
FTE Positions	5.00	4.00	4.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of agency legislative events	200	200	200	200	200
Dissemination of criminal justice related legislative information and materials through meetings, publications, reports, and direct personal contact	400	400	400	400	400
Number of criminal justice legislative liaison meetings coordinated	30	30	50	30	30
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	3.2	3.7	4.0	3.7	3.7
Increase in eligible benefits available to crime victims	3.2	3.7	3.7	3.7	3.7
Number of studies/reports completed and published	2	5	8	8	8
Number of public and media data requests processed - Anticipating decline because of data dashboard on website.	8	25	10	10	10
Number of legislative and policy-maker data requests processed	2	2	6	6	8
Number of public presentations by SAC staff.	0	5	8	5	8
Completion of annual report by due date.	1	1	1	1	1

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Determine funding based composite index as provided by Arizona Supreme Court	1	1	1	1	1
Percentage of appropriated funds distributed	100	100	100	100	100
Percentage of court fines distributed	100	100	100	100	100
Grants awarded to agencies for improvement of criminal justice/history records	14	15	15	15	15
Development and publication of criminal justice records improvement plan for the criminal justice system in Arizona, including evolutionary revisions to the plan	1	1	1	1	1

Goal: To develop, establish, and maintain reliable accurate fiscal systems for all Commission activities including grant programs and fund distribution functions.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Accurately acquire, monitor, and administer the available funds and related fund requirements for all programs and grants	100	100	100	100	100
Generate and execute contracts, working agreements and other routine fund distribution and expenditure functions	150	150	250	250	250
Audits from state and federal oversight entities and Commission generated compliance audits	70	70	65	70	70
Execute and distribute all required fiscal reports in an accurate and timely manner	100	100	100	100	100
Continuity of administration in the 15 counties	15	15	15	15	15
Percent of counties in which case reviews completed	25	90	90	90	90
Percent of cases reviewed showing no deficiencies	80	90	90	90	90
Percent of programs reviewed reflecting compliance with certified assurances and fiscal management practices	90	90	90	90	90
Conduct training of county and local agency participants in the administration of the program	11	10	10	10	10
Administer, monitor and evaluate program projects and required reports regarding the program	60	60	60	60	60
Grants identified, applications submitted and approved by funding authorities	4	3	9	10	12
Number of grant applications received from criminal justice agencies requesting grant funds for criminal justice system activities authorized by the Commission.	43	45	42	45	45
Number of grant applications evaluated and awarded to criminal justice agencies for criminal justice system activities authorized by the Commission.	43	45	42	45	45
Number of arrests made by grant-funded task forces	2,632	3,000	2,632	3,000	3,000
Convictions reported by grant-funded prosecution projects	12,277	13,500	11,509	13,500	13,500
Percent of requests for training/technical assistance received and filled	100	100	100	100	100

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
On-site monitoring visits conducted by Commission staff	0	10	10	10	10
Federal grantor agency conferences, workshops and planning sessions attended by Commission staff	2	2	20	2	20
Percent of complete, accurate reports submitted on or before due dates	100	100	100	100	100
Administer, monitor, and evaluate grant program projects and publish required reports regarding the program	43	44	44	44	44
Develop strategies and implement plans to effectively utilize funds and resources available to programs under the commission's authority	2	2	100	100	100

Goal: 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 act

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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	150	120	120
Applicants requesting funds	19	15	80	80	90
Grants awarded in a timely manner to victim services providers	7	12	15	20	20
Number of site visits completed	4	9	10	15	15
Program audits reflecting no deficiencies	4	8	10	10	10
Program single audits reflecting compliance with Administrative Rules	15	10	50	50	50
Develop strategies/plans and implement for federal and state resources allocated to commission authority in Arizona	4	3	3	3	3
Solicit grant applications and funding requests, evaluate requests, and allocate available resources to appropriate agencies and activities statewide	19	15	10	10	10

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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
Administer, monitor, and evaluate grant programs and projects under the commission’s authority and publish required reports regarding the programs	180	180	180	180	180

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent completion of statutory mandates regarding Commission duties, responsibilities and mandates	100	100	100	100	100
Number of federal grants	6	6	10	6	10
Number of reports	40	40	40	40	40

Agency Summary

Arizona 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 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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Phoenix Day School	14,338.9	12,106.1	23,243.7
Tucson Campus	13,878.6	14,860.0	24,908.7
Regional Cooperatives	16,003.0	20,325.1	20,325.1
Preschool/Outreach	7,803.6	8,352.4	8,352.4
Administration	10,537.4	10,661.2	10,661.2
Total	62,561.6	66,304.8	87,491.1

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	27,150.7	25,991.3	47,177.6
Other Appropriated Funds	30,059.0	35,125.8	35,125.8
Other Non-Appropriated Funds	5,351.8	5,187.7	5,187.7
Total	62,561.6	66,304.8	87,491.1
FTE Positions	445.09	455.17	455.17

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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: 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: 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: 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: 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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	562.2	562.2	562.2
General Fund	26.0	26.3	26.7
Other Appropriated Funds	36.0	36.5	37.1
Non-Appropriated Funds	2.8	2.8	2.8
Federal Funds	3.3	3.3	3.4

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	5,777.7	5,303.1	16,440.7
Other Appropriated Funds	6,515.5	5,508.1	5,508.1
Other Non-Appropriated Funds	2,045.7	1,294.9	1,294.9
Total	14,338.9	12,106.1	23,243.7
FTE Positions	84.42	85.78	85.78

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To increase efficiency and effectiveness in the instructional program for students served by ASDB programs.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of Individualized Education Program (IEP) or Individualized Family Service Plan (IFSP) with participation of the representatives from school districts.	100	100	94	96	96

Goal: To ensure 70% of PDSB students who enroll in CTE programs complete the program.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of students who enroll in CTE programs and complete the program in its entirety.	92	100	88	73	80

Goal: To ensure parents are highly satisfied with the educational services and supports provided to their children.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	9.0	8.8	8.0	8.5	8.5

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	7,865.7	7,303.9	17,352.6
Other Appropriated Funds	4,835.8	6,026.5	6,026.5
Other Non-Appropriated Funds	1,177.1	1,529.6	1,529.6
Total	13,878.6	14,860.0	24,908.7
FTE Positions	110.89	112.60	112.60

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To increase efficiency and effectiveness in the instructional program for students served by ASDB Programs.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of Individualized Education Program (IEP) or Individualized Family Service Plan (IFSP) with participation of the representatives from school districts	100	100	94	96	96

Goal: To ensure 70% of Tucson campus students who enroll in CTE programs complete the program.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
This measures what percentage of students who enroll in CTE programs complete the program in its entirety.	100	47	100	100	87

The CTE programs are an excellent way for our students to work on their jobs, careers, and post-school outcomes.

Goal: To ensure parents are highly satisfied with the educational services and supports provided to their children.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	9.0	9.2	8.0	8.8	8.8

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	15,417.4	19,915.3	19,915.3
Other Non-Appropriated Funds	585.6	409.8	409.8
Total	16,003.0	20,325.1	20,325.1
FTE Positions	109.93	114.15	114.15

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure parents are highly satisfied with the educational services and supports provided to their children

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	8.4	8.4	8.0	8.1	8.1

Goal: To ensure school districts are satisfied with the services ASDB provides to their students

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	7.8	7.2	7.0	7.1	7.1

Program Summary

Preschool/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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	3,700.6	3,980.3	3,980.3
Other Appropriated Funds	3,290.3	3,675.9	3,675.9
Other Non-Appropriated Funds	812.7	696.2	696.2
Total	7,803.6	8,352.4	8,352.4
FTE Positions	47.12	51.78	51.78

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To increase the average number of home visits (i.e., 180 minutes of service) per family per month.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Goal is to conduct an average of 180 minutes of service per family per month.	69	75	78	80	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 shou

Goal: To ensure parents are highly satisfied with the educational services and supports provided to their children.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	9.0	9.0	9.2	9.1	9.1

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	9,806.6	9,404.0	9,404.0
Other Non-Appropriated Funds	730.8	1,257.2	1,257.2
Total	10,537.4	10,661.2	10,661.2
FTE Positions	92.73	90.86	90.86

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure the average parent satisfaction level with ASDB services and supports provided to their children.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	8.9	8.8	8.3	8.6	8.6

Goal: To maintain a campus (ASD, ASB, and PDSB) student graduation rate of 75% or higher.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average campus (ASD, ASB, and PDSB) student graduation rate.	82.0	89.0	94.0	92.0	89.0

Goal: To ensure 70% of campus students who enroll in CTE programs complete the program.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
This measures what percentage of students who enroll in CTE programs complete the program in its entirety.	95.0	73.0	91.0	79.0	84.0

Agency Summary

Commission for the Deaf and Hard of Hearing

Sherri L. Collins, Executive Director

Phone: (602) 542-3336

A.R.S. §§ 36-1941 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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Council Activities	1,885.9	2,975.3	3,175.3
TDD - Telecommunication Device for the Deaf	465.0	1,851.3	1,851.3
Total	2,351.0	4,826.6	5,026.6

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	2,351.0	4,826.6	5,026.6
Total	2,351.0	4,826.6	5,026.6
FTE Positions	21.00	21.00	21.00

All dollar amounts are expressed in thousands, as requested by agencies.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	21.0	21.0	21.0
General Fund	3,891.8	4,172.2	4,368.5
Other Appropriated Funds	934.8	654.4	458.1

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Council Activities

Sue Kay Kneifel, Director of Business Operations

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	1,885.9	2,975.3	3,175.3
Total	1,885.9	2,975.3	3,175.3
FTE Positions	11.00	10.00	10.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of website content updated	0	33	13	33	66
New online technology implemented	0	0	0	0	50
Number of focus groups conducted	0	1	0	1	1
Number of unique pageviews	110,827	150,000	75,052	100,000	150,000
Number of users	47,000	75,000	30,246	50,000	75,000
Percent of bounce rate	70	60	62	60	50
Number of YouTube channel views	15,300	22,000	10,774	15,000	20,000
Number of subscribers	511	570	533	570	650
Conduct survey to measure consumer satisfaction of accessibility of audio/visual content	0	100	0	85	100

Goal: To increase awareness related to ACDHH programs and services and expand programs related to youth and families

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of Program criteria developed	0	20	0	20	50
Percent of training curriculum developed by July 1, 2024	0	10	0	20	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	10	87	75	75
Number of impressions made via events/engagements	0	200,000	2,238,487	200,000	200,000
Number of contacts made to Hearing Healthcare Program	5,226	6,000	7,335	7,500	10,000
Number of outreach events related to AzRS and AZTEDP	0	4	5	10	10

Goal: To expand public policy and advocacy efforts related to communication access in public and private sectors

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of policy-related forums/meetings regarding and with public/private entities	0	20	20	20	25
Number of Oral or written comments/response for rule making, ect.	0	5	5	5	5
Number of advocacy/consults with public/private entities regarding effective communication	2,429	3,000	1,581	3,000	4,000
Number of trainings provided	165	200	2,147	200	300
Number of policy updates issued	24	25	0	15	15
Number of policy subscribers	202	225	202	225	250
Number of contacts made related to HHAP for hearing aid resources	1,632	1,795	1,326	1,795	1,975
Number of hearing aids disctributed to low income Arizonans through ACDHH contractual agreements	36	50	41	50	60

Goal: To expand educational opportunities, supporting both online course and in-person program development for members, interpreters, and stakeholders

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Research and test online learning platform	0	50	0	50	100
Development of online curriculum and materials	0	100	0	100	100
Number of trainings provided	0	2	2	2	4
Number of general licensed interpreters	772	700	866	700	700
Average number of calendar days from receipt of complaint about licensed interpreter to resolution	62	160	112	160	160
Number of complaints about certified/licensed interpreters	6	5	8	5	5

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total number of events for interpreter outreach campaigns	5	2	0	2	4
Number of licensed legal interpreters	72	75	72	75	75
Number of provisional interpreters	44	60	60	60	60
Design Professional Development Draft Plan	0	100	15	65	20
Implement Professional Development Plan	0	50	5	50	45

Program Summary

TDD - Telecommunication Device for the Deaf

Sue Kay Kneifel, Director of Business Operations
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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	465.0	1,851.3	1,851.3
Total	465.0	1,851.3	1,851.3
FTE Positions	10.00	11.00	11.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To monitor telecommunications relay services to ensure compliance with current contract.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of telecommunications relay service calls completed without a complaint	100.00	99.50	98.27	99.50	99.50
Annual call minutes for the telecommunications relay service	174,937.00	300,000.00	83,732.00	100,000.00	100,000.00

Goal: To administer voucher system of the Telecommunications Equipment Distribution Program.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of equipment distributed to consumers	165	300	213	300	300
Percent of customer satisfaction with equipment distribution voucher program	97.00	95.00	94.00	95.00	95.00
Number of demonstrations performed	0	25	17	25	25

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of consumers referred to resources	208	250	192	250	300
The development of outreach materials promoting the Hearing Healthcare Program	0	33	0	33	66

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 Board of Dental Examiners examines, licenses, and certifies professionals to practice in the field of dentistry; registers business entities providing dental services; and permits mobile dental facilities. The Board also accepts complaints against licensees, certificate holders, business entities, and mobile dental facilities; investigates allegations; and administratively adjudicates complaints. The Board regulates approximately 11,000 business entities and professionals that are licensed or certified to practice in the State, and serves all Arizona citizens who receive their professional services.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	1,895.2	2,056.6	2,336.6
Total	1,895.2	2,056.6	2,336.6

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	1,895.2	2,056.6	2,336.6
Total	1,895.2	2,056.6	2,336.6
FTE Positions	11.00	13.00	13.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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: Agency website has no fillable forms.

Description: The Agency would like to continue to be paperless and more efficient through fillable forms.

Solutions:

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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	13.0	13.0	13.0
Other Appropriated Funds	2,300.0	2,300.0	2,300.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average calendar days to renew a license (from receipt of application to issuance)	N/A	25	21	60	60
Average number of calendar days from receipt of complaint to resolution of complaint	N/A	180	165	180	180
Average number of days to issue a universal recognition license	54	45	36	30	30
Number of licenses and business entities issued:	1,010	1,100	698	750	750
Number of licenses renewed:	4,667	4,700	3,573	3,673	3,673
Total number of complaints received annually	N/A	400	458	465	465
Total number of investigations conducted	N/A	395	458	500	500

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of compliance cases opened	348	360	458	465	465
Number of compliance cases that resulted in discipline	24	30	23	30	30
Number of compliance cases that resulted in non-disciplinary orders of letters of	53	60	26	30	30
Number of revocations / surrenders and suspensions	4	4	7	7	7

Goal: To become more efficient with fillable applications / forms and /or online submissions.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of forms on the Board's website that are fillable and/or submittable.	90	100	95	100	100

Agency Summary

Early Childhood Development and Health Board

Melinda Gulick, Chief Executive Officer

Phone: (602) .77-5100

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
First Things First	198,993.8	271,411.4	144,791.2
Total	198,993.8	271,411.4	144,791.2

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	198,993.8	271,411.4	144,791.2
Total	198,993.8	271,411.4	144,791.2
FTE Positions	141.00	174.25	174.25

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Quality Child Care & Preschool Programs

Description: All children have access to high quality, culturally responsive early care and education that promotes their optimal development.

A.

Early Care and Education System Development and Implementation-Convener 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.

B.

Quality Early Care and Education Standards, Curriculum and Assessment-Convener 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.

C.

Quality, Access and Affordability of Regulated Early Care and Education Settings-Convener 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.

Solutions:

A. Identify and align early care and education programs and services to ensure a comprehensive early childhood system with coordination and efficient use of resources.

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.

b. 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. Increase use of research/evidence-based curriculum and comprehensive assessment that is aligned with the Arizona State Standards for birth - PreK.

a. Alignment of curriculum and child assessment components with Federal, State, and tribal requirements.

b. Support early care and education programs in the use of research/evidence-based curriculum and comprehensive assessment,

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. Increase the number of Arizona children, birth through five, with access to, and participation in, quality early care and education.

a. 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: Preventive Health

Description: All children have access to high quality, preventive and continuous health care, including physical, mental, oral and nutritional health.

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.

a.

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.

b.

To increase the number of Arizona children birth through five that are receiving care coordination services and healthcare through a medical and dental home.

c.

To increase parents and caregiver's 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.

-
- a. To increase the number of Arizona children birth through five receiving appropriate developmental and health screening.
 - b. 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.
 - c. To increase the number of Arizona children birth through five that are receiving appropriate supports and intervention services based on screenings.
 - d. To increase the number of Arizona pregnant women receiving early and adequate maternal health services, oral health screening, and immunizations.

Solutions:

A. Access to Quality Health Care Coverage and Services

- 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.
- b. 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.
- c. Work with system partners serving children birth through five to provide timely, coordinated, and appropriate care to families.
- d. Support health insurance outreach, enrollment and increase health insurance literacy.
- e. Collaborate with AHCCCS, managed care plans, and tribal health partners to work on issues affecting children birth through five, including:
 - i. 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.
 - ii. Support AHCCCS flexibility to provide children’s preventive services through home visitation, screening and interventions, and behavioral health services.
- f. Explore ways to help rural and tribal children better access services such as community health workers, tele-health, transportation, and workforce capacity building.
- g. 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.
- h. 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. Early Screening and Intervention

- a. 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.
- b. Partner to ensure children are meeting national standards for appropriate screenings; getting referred for evaluation, and connected to services and treatment.
- c. Work with partners to reduce duplication of services, coordinate screenings, help families understand the results, and support the appropriate follow up and referrals needed.
- d. Convene partners to address children’s access to appropriate and timely interventions
- e. Continue to partner with efforts to increase sensory screening including identification of data sources.
- f. Explore the use of telehealth services to expand capacity, with attention to shortage areas.
- g. Work with tribal health partners to improve collaboration with state agencies to increase screening and decrease no show rates.
- h. 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: Strengthening Families

Description: All families have the information, services and support they need to help their children achieve to their fullest potential.

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.

a.
To increase the availability of and access to high quality family support services for families with young children.

b.
To continuously improve the quality of family support services.

c.
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.

a.
To increase families understanding and use of parenting practices that promote positive child development, health and literacy outcomes for their children.

Solutions:

A. Information and Education for Families

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.

b. Continue to support the strengthening of Arizona’s Home Visitation System.

c. Provide specialized professional development for family support providers to increase knowledge and skills to serve and meet the needs of families:

d. Continue to coordinate with state agencies and partners to ensure resources are maximized, avoid duplication, and concentrate on complementary services.

e. Provide support and technical assistance to employers to develop family-friendly work policies.

B. Information and Education for Families

a. 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.

b. Partner and work with community partners to ensure parents/caregivers have access to information, activities, and available services.

c. Coordinate across system partners to disseminate information and connect parent/caregivers to information, resources and services.

d. Support parents/caregivers to be a resource to one another.

e. Develop a communication strategy aimed at family, friend and neighbor providers, informing them of available supports.

f. Create universal messages and information for all families and targeted messages for various high risk and target populations.

Issue: Workforce Development & Training

Description: All early childhood education and health professionals are well prepared, highly skilled, and compensated commensurate with their education and experience.

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.

Solutions:

A. To implement, align, and continuously improve Arizona’s Professional Development System that supports the education, recruitment, and retention of early childhood professionals.

B. 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.

C. Collect and maintain accurate and comprehensive early childhood workforce data to inform and support decision making.

D. 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.

E. 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.

F. 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: System Coordination

Description: The early childhood System is high quality, child and family centered, coordinated, integrated and comprehensive

A.

Early Childhood System Leadership

a.

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.

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

a.

Secure, coordinate, and advocate for resources required to develop and sustain the early childhood system.

b.

To leverage FTF resources to secure federal and foundation grants to build and sustain the early childhood system.

c.

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.

d.

To increase alignment of federal, state, local and tribal funding that supports a comprehensive early childhood system.

C.

Early Childhood System Data and Evaluation

a.

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.

b.

To ensure that data needed to inform and guide program and policy decisions is available, coordinated and utilized at the state and local level.

c.

To conduct a comprehensive evaluation of the early childhood system and use results for continuous improvement of the system.

Solutions:

A. Early Childhood System Leadership- Develop and implement a shared agenda across state agency partners that minimally includes:

a. Prioritizing high risk and vulnerable populations across the health, education and family serving sectors;

b. Aligning policies and increasing coordination to reduce duplication across health, education and family support; and

c. 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.

d. 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.

e. Convene state and system partners to address barriers to availability and access to quality services, particularly in rural and tribal areas.

f. Continue to develop and strengthen relationships with local governments and tribes and nations to support new and expand early childhood opportunities.

B. Early Childhood System

a. Identify and establish philanthropic, federal, state and tribal partnership and investment opportunities that support and advance the early childhood system.

b. 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.

c. Continue to develop FTF's system to search, vet and pursue both public and private grant opportunities.

d. Continue to cultivate and identify partnerships with federal agencies and programs.

C. Early Childhood System Data and Evaluation

a. Continue to enhance data to inform FTF strategy impact/outcomes that will link to the Integrated Data System.

b. 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.

c. Coordinate with system partners on the development and implementation of an Integrated Data System by:

i. Coordinating with system partners to standardize definitions, map, share, and access data indicators to understand impact. OData should inform child outcomes and system progress.

ii. Focusing on shared accountability among system partners on quality and integrity of data.

iii. Developing 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.

iv. Executing 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.

v. Continue coordination with system partners to support implementation of common measure of school readiness.

d. Partner 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.

e. 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: Family/Community Engagement

Description: 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.

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.

a.

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.

b.

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.

c.

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.

Issue: Research & Evaluation

Description: 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.

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. FTF staff and volunteers**

- a. 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.
- b. Establish mechanisms by which Regional Councils can provide local leadership in developing an early childhood systems model.

B. Internal Systems

- a. 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.
- b. Advance fiscal policy that is transparent, accountable, a public sector model and that aligns with a systems approach to programmatic implementation.

Issue: Quality Early Care and Education System Development, Standards, & Access to Affordable Education

Description: FTF is a highly sought after place of employment and engagement that attracts and retains exceptional and diverse talent among staff and volunteers.

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.

a.

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.

a.

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.

a.

Increase the number of Arizona children birth through five with access to and participation in quality early care and education.

Solutions:**A. Early Care and Education System Development and Implementation**

- 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.
- b. 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. Quality Early Care and Education Standards, Curriculum and Assessment

- a. Alignment of curriculum and child assessment components with Federal, State, and tribal requirements.
- b. Support early care and education programs in the use of research/evidence-based curriculum and comprehensive assessment.
- c. 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. Quality, Access and Affordability of Regulated Early Care and Education Settings

- a. 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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	174.0	174.0	174.0
Non-Appropriated Funds	10,634.0	10,634.0	10,634.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To support the building of a comprehensive, high quality early childhood development and health system

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of Board service program goal areas funded	0	0	7	7	7
Dollars (in millions) awarded in support of direct program delivery	151.5	145.5	164.0	164.0	164.0
Number of awards made	202	184	187	132	132

Goal: To increase public awareness of, and support for early childhood investment.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
% of Arizonans who see Early Education as important and % who see K-12 important.	0	0	77	78	78
Dollars (in millions) spent on Communications	3.2	3.2	2.5	3.2	3.2
% of regions participating in a coordinated communications strategy	89	89	87	85	85

Goal: To achieve high level of integration, coordination and collaboration with early childhood partners and stakeholders.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Estimated number of grants that have Grant and Sub-Grantee relationship	25	25	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: To monitor and report on services, results, and outcomes

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Dollars (in millions) spent on evaluation and Needs & Assets	2.1	5.3	2.6	4.4	4.4
% of grantees (providing direct client services and have reporting requirements) reporting on units served	100	100	100	100	100

Goal: To provide a cohesive and efficient delivery support structure within FTF

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Staff Vacancy Rate (%)	3.0	3.0	14.0	10.0	10.0
Staff External Turnover Rate (%)	11	10	10	8	8
Staff External Voluntary Turnover Rate (%)	11	10	10	8	8
% of regional councils with dedicated staff	100	100	100	100	100
% of female (vs. male) employees	87	85	90	90	90
% of minority employees	47	50	48	50	50

Goal: To be fiscally accountable to the citizens of Arizona

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of Major Deficiencies in the Annual Audit	0	0	0	0	0

Agency Summary

Economic Opportunity

Carlos Contreras , Cabinet Executive Officer
Phone: (602) 771-1524
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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Economic Opportunity	12,095.3	19,526.1	19,726.1
Arizona Finance Authority	0.0	129.0	129.0
Total	12,095.3	19,655.1	19,855.1

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	514.7	5,614.6	5,814.6
Other Non-Appropriated Funds	11,580.6	14,040.5	14,040.5
Total	12,095.3	19,655.1	19,855.1
FTE Positions	32.50	38.00	38.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Unemployment and Labor Force

Description: 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.

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: Taxation and Regulatory

Description: The state has a taxation and regulatory environment that lacks systematic review and analysis that facilitates the least burdensome government possible.

Solutions:

The Office will establish the relevant process and data products to enable policy maker’s high quality decision needs.

Issue: Scarcity Relevant Workforce Data

Description: The Office will establish the relevant process and data products to enable policy maker’s high quality decision needs.

Solutions:

There is a scarcity of relevant workforce data that can be used to drive the decision-making process of the business community, policy makers, workforce professionals, and job seekers.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	39.0	39.0	39.0
General Fund	523.3	523.3	523.3
Non-Appropriated Funds	5,022.8	5,022.8	5,022.8
Federal Funds	3,574.0	3,574.0	3,574.0

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Economic Opportunity

Carlos Contreras, Director
Phone: (602) 771-1524
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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	514.7	5,614.6	5,814.6
Other Non-Appropriated Funds	11,580.6	13,911.5	13,911.5
Total	12,095.3	19,526.1	19,726.1
FTE Positions	32.50	37.00	37.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Create new tools to enhance data visualization and usability/access of OEO/ACA data.	N/A	N/A	100	100	100
Increase website views over the previous year.	12	7	100	100	100
Percentage of project to be completed.	100	0	100	100	100
% complete of maturity plan for the Arizona Integrated Data System (IDS), aka AWEDS	0	75	75	85	100

Goal: 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 estimate.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Increase in the number of people enrolled/count of participants.	1,817	2,000	85	90	90

Goal: To increase the quality of industry-specific data in the Quarterly Census of Employment & Wages program.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Unclassified accounts classified.	22,810	N/A	85	85	90

Agency Summary

Department of Economic Security
 Angie Rodgers, Cabinet Executive Officer
 Phone: (602) 542-5757
 A.R.S. § 41-1954

Mission:

To strengthen individuals, families, and communities for a better quality of life.

Description:

With a staff of more than 8,000, Arizona Department of Economic Security (DES) is the human services agency for the State of Arizona that oversees more than 50 different programs and services and distributes benefits to more than 3 million Arizonans. The benefit assistance, care, and services provided to some of Arizona’s most vulnerable populations include Adult Protective Services (APS), Developmental Disabilities (DDD), Emergency Rental and Utility Assistance (ERAP), Emergency Food Assistance, Nutrition, Cash, and Medical Assistance, Vocational Rehabilitation (VR), Unemployment Insurance (UI), Employment Services, Child Care, and Child Support Services.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administration	173,105.7	175,172.4	175,172.4
Developmental Disabilities	3,203,428.4	3,349,501.9	3,675,001.9
Benefits and Medical Eligibility	2,475,288.2	2,341,123.1	2,345,623.1
Child Support Enforcement	87,380.7	73,761.2	73,761.2
Aging and Adult Services	455,078.4	415,380.4	438,930.4
Division of Children, Youth and Families	216,857.1	215,077.0	215,077.0
Employment and Rehabilitation Services	731,059.2	836,305.6	944,147.6
Total	7,342,197.7	7,406,321.6	7,867,713.6

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	898,690.5	1,211,415.7	1,344,745.7
Other Appropriated Funds	412,748.7	417,750.1	519,850.1
Other Non-Appropriated Funds	6,030,758.5	5,777,155.8	6,003,117.8
Total	7,342,197.7	7,406,321.6	7,867,713.6
FTE Positions	8,686.90	8,791.10	8,791.10

All dollar amounts are expressed in thousands, as requested by agencies.

Vision:

A THRIVING ARIZONA

Mission:

TO STRENGTHEN INDIVIDUALS, FAMILIES, AND COMMUNITIES FOR A BETTER QUALITY OF LIFE

Agency Description: With a staff of more than 8,600, DES is the human services agency for the State of Arizona that oversees more than 50 different programs and services and distributes benefits to more than 3 million Arizonans. The benefit assistance, care, and services provided to some of Arizona’s most vulnerable populations include Adult Protective Services (APS), Developmental Disabilities (DDD), Emergency Rental and Utility Assistance (ERAP), Emergency Food Assistance, Nutrition, Cash, and Medical Assistance, Vocational Rehabilitation(VR), Unemployment Insurance (UI), Employment services, Child Care, and Child Support Services.

Executive Summary: Beginning with the Vision and Mission, the agency executive team has examined what we do for our clients, how we deliver services to them, as well as the value we bring to our clients. During the past year, DES disbursed over \$200M in rent and utility assistance to over 83,000 households through the ERAP program and provided over 160M pounds of food to an average of over 250,000 individuals each month through the Hunger Relief program. While we believe this assistance is integral in preventing homelessness and hunger, and as we strive to continuously improve, we have refocused several of our Multi Year strategies to more closely align with what we do - Promote Family Stability and Community Support across the entire agency. Additionally, we plan to continue to drive a Client Centric Culture throughout our programs as well as engage our community stakeholders in our planning and deployment efforts. Our annual objectives and initiatives have been realigned with this new plan; seven initiatives are carried over from the previous plan and nine new initiatives have been added including an initiative focusing on new employee retention and development.

Summary of Multi-Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Modernize Agency Technology Solutions	2021	AZCARES System in user acceptance testing phase. Vulnerability Management Scores improved by over 10%. 24/7 security monitoring in place. Master Data Management (MDM) initial phase complete. RSA System replacement- VR design in process. UI Benefit System replacement design in process, gap analysis complete. Central Client Portal in initial planning phase. Child Care Attendance Tracking completed user acceptance testing phase. Implementation of new claims processing system for Division of Developmental Disabilities (DDD).
2	Drive a Client Centric Culture	2021	31 Community Navigator Partners active. ERAP assisted over 18,000 households on average per month and prevented eviction for over 22,000 households. Second consecutive year of significant reduction in DBME FAA Field office wait times. YoY June average wait time was reduced by 28%. Added significant client-service capabilities and digital client communications via MyFamilyBenefits.
3	Promote family stability and community support	2022	\$1.3B Child Care Infrastructure Plan on track with 73% of funds expended to support 3,000+ regulated providers and over 130,000 children. Through financial support and leveraging process improvements, APS investigator caseloads were reduced by over 50% and open cases were reduced by over 35%. Refugee Resettlement Program served 5924 clients - 15% more than FY22, and 9 times more than FY21. Arizona’s Reemployment Services and Eligibility Assessments (RESEA) recognized for virtual services to Unemployment Insurance claimants most likely to exhaust benefits before becoming reemployed.
4	Optimize agency operations, infrastructure, and employee development and engagement	2022	Leased office space consolidation (62,477 sq ft reduction in FY23). DDD released by AHCCCS from the remaining 2 Notices to Cure (NTC) in FY23; all NTC’s now closed. Employee Retention improved by over 6% correlating with year over year improvements in employee engagement scores.

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
1	Implement Technology System Replacements and Upgrades	<ol style="list-style-type: none"> 1. RiskSense Score 2. Division Systems Replacement Progress 3. Central Client Portal and Master Data Management Project Milestones Completed 	<ol style="list-style-type: none"> 1. IT Security Enhancement 2. Divisional System Upgrades following city plan 3. Central Client Portal and Master Data Management Implementation
2	Reduce Barriers for Clients in Intake and Eligibility Processes	<ol style="list-style-type: none"> 1. Case Completion Rate 2. Number of IV-D Support Cases Receiving Child Support Payments 3. Number of Fully Revised Notices Completed 	<ol style="list-style-type: none"> 1. Improve Client Experience with Benefit Programs 2. Timeliness and Consistency of Payments to Families 3. Revise and Issue Plain Language Notices
3	Increase Access to Services through Stakeholder and Community Engagement	<ol style="list-style-type: none"> 1. Percent of DES Child Care Providers Achieving High Quality 2. AzEIP Active Case Count 3. APS Investigator Caseload Ratio 4a. Number of Programs Supported by Community Navigators 4b. LIHEAP Application Completion Accuracy Percentage 5. Percent of Older Americans Act Target Demographic Population within Regional Goal 6. Behavioral Health Services Project Milestones Completed 7. RFQVA DDD-2024 Project Milestones Completed 	<ol style="list-style-type: none"> 1. Access to High Quality Child Care 2. Early Identification of Infants and Toddlers with Disabilities and Delays (AzEIP) 3. Reduce APS Investigation Caseload to National Best Practice Target of 25 4. Strengthen Partnerships with Community Navigators 5. Expand services to older adults served by Area Agencies on Aging 6. Strengthen Behavioral Health Services for DDD Members 7. Implement RFQVA DDD-2024
4	Improve Employee Development and Retention	<ol style="list-style-type: none"> 1. Employee Retention Percentage 2. Number of Academies Implemented 	<ol style="list-style-type: none"> 1. Expand Advanced Leadership Program (ALP) 2. Implement New Employee Training Academies
4	Align Physical Locations and Call Center Capacity to Client Demand	<ol style="list-style-type: none"> 1. Percentage of Clients Served 2. Number of Navigation Partners 	<ol style="list-style-type: none"> 1. Call Center Capacity Enhancement 2. Community Resource Navigation Implementation

5 Year Plan

Issue: Modernize Agency Technology Solutions

Description: Implement Technology System Replacements and Upgrades

Solutions:

1. IT Security Enhancement
2. Divisional System Upgrades Following City Plan
3. Central Client Portal and Master Data management Implementation

Issue: Drive a Client Centric Culture

Description: Reduce Barriers for Clients in Intake and Eligibility Process

Solutions:

1. Improve Client Experience with Benefits Programs
2. Timeliness and Consistency of Payments to Families
3. Revise and Issue Plan Language Notices

Issue: Promote Family Stability and Community Support

Description: Increase Access to Services Through Stakeholder and Community Engagement

Solutions:

1. Access to High Quality Child Care
2. Early Identification of Infants and Toddlers with Disabilities and Delays (AzEIP)
3. Reduce APS Investigation Caseload to Nation Best Practice Target of 25
4. Strengthen Partnerships with Community Navigators
5. Expand Services to Older Adults Served by Area Agencies on Aging
6. Strengthen Behavioral Health Services for DDD Members
7. Implement RFQVA DDD-2024

Issue: Optimize Agency Operations, Infrastructure, and Employee Development and Engagement

Description: 1. Improve Employee Development and Retention

2. Align Physical Locations and Call Center Capacity to Client Demand

Solutions:

1. Expand Advanced Leadership Program (ALP)
2. Implement new Employee Training Academies
3. Call Center Capacity Enhancement
4. Community Resource Navigation Implementation

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	8,765.0	8,773.0	8,793.0
General Fund	1,473,632.0	1,594,734.0	1,757,300.0
Other Appropriated Funds	740,517.0	974,801.0	1,284,769.0
Non-Appropriated Funds	5,979,921.0	6,099,519.0	6,221,509.0

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Administration

Roberta Harrison, Chief Financial Officer
Phone: (602) 54-4791
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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	31,358.5	32,205.4	32,205.4
Other Appropriated Funds	10,944.0	12,377.0	12,377.0
Other Non-Appropriated Funds	130,803.2	130,590.0	130,590.0
Total	173,105.7	175,172.4	175,172.4
FTE Positions	1,086.50	1,086.50	1,086.50

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Administration

Roberta Harrison, Chief Financial Officer
Phone: (602) 54-4791
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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	30,233.1	30,952.1	30,952.1
Other Appropriated Funds	8,218.8	9,554.5	9,554.5
Other Non-Appropriated Funds	120,281.9	120,063.8	120,063.8
Total	158,733.8	160,570.4	160,570.4
FTE Positions	901.00	901.00	901.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Improve Employee Development and Retention

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average calendar days to hire for open positions in the Department	43	40	38	45	45
Investigations Workload	20,296	17,469	20,333	22,548	25,009
New Hire Turnover %	47%	45%	45%	43%	42%
Number of Investigation Cases Opened	69,406	20,709	14,200	16,161	15,324
Number of Investigation Cases Closed	82,705	23,364	14,259	13,140	12,863

Program Summary

Developmental Disabilities

Roberta Harrison, Chief Financial Officer
Phone: (602) 54-4791
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 (DDD) 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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	752,407.3	1,041,564.1	1,151,344.1
Other Appropriated Funds	28,586.3	35,084.2	41,684.2
Other Non-Appropriated Funds	2,422,434.8	2,272,853.6	2,481,973.6
Total	3,203,428.4	3,349,501.9	3,675,001.9
FTE Positions	2,499.00	2,499.00	2,499.00

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Developmental Disabilities

Roberta Harrison, Chief Financial Officer
Phone: (602) 54-4791
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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	11,742.9	40,587.3	40,587.3
Other Non-Appropriated Funds	183,197.0	86,681.1	86,681.1
Total	194,939.9	127,268.4	127,268.4
FTE Positions	458.00	458.00	458.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve outcomes for members and improve the experience for those interacting with the system.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of Current Members who Received Services within 14 Days from Assessment Date	73%	75%	73%	74%	74%

Program Summary

Benefits and Medical Eligibility

Roberta Harrison, Chief Financial Officer

Phone: (602) 54-4791

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 (MA) and Social Security Disability Insurance (SSDI).

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	42,135.2	42,693.0	42,693.0
Other Appropriated Funds	36,279.4	34,279.4	38,779.4
Other Non-Appropriated Funds	2,396,873.6	2,264,150.7	2,264,150.7
Total	2,475,288.2	2,341,123.1	2,345,623.1
FTE Positions	2,780.80	2,870.00	2,870.00

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Benefits and Medical Eligibility

Roberta Harrison, Chief Financial Officer
Phone: (602) 54-4791
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 (DBME) 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), 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	37,454.9	37,012.7	37,012.7
Other Appropriated Funds	13,543.0	11,543.0	11,543.0
Other Non-Appropriated Funds	215,358.8	222,643.8	222,643.8
Total	266,356.7	271,199.5	271,199.5
FTE Positions	2,487.80	2,572.00	2,572.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Leverage technology to improve efficiency and improve the client experience

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of Clients Served Virtually	95%	97%	99%	99%	99%

Subprogram Summary

Disability Determination Services Administration

Roberta Harrison, Chief Financial Officer

Phone: (602) 54-4791

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	49,326.1	50,410.9	50,410.9
Total	49,326.1	50,410.9	50,410.9
FTE Positions	293.00	298.00	298.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To adjudicate Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) benefit claims from Social Security offices in Arizona.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
DDSA Error Rate for SSI/SSDI Case Determinations	5.7	6.4	4.3	3.3	3.3

Subprogram Summary

Nutrition Assistance Benefits

Roberta Harrison, Chief Financial Officer
Phone: (602) 54-4791
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 (SNAP), 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	2,132,188.7	1,991,096.0	1,991,096.0
Total	2,132,188.7	1,991,096.0	1,991,096.0

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve quality of supplemental Nutrition Assistance Benefits Program.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Customer Care Center Completion Rate	71.2	71.5	68.4	69.5	69.5
NA Timeliness Rate	96.3	96.0	97.4	96.6	96.6

Program Summary

Child Support Enforcement

Roberta Harrison, Chief Financial Officer

Phone: (602) 54-4791

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-sufficiency.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	12,960.0	12,782.7	12,782.7
Other Appropriated Funds	20,964.0	15,109.6	15,109.6
Other Non-Appropriated Funds	53,456.7	45,868.9	45,868.9
Total	87,380.7	73,761.2	73,761.2
FTE Positions	519.00	534.00	534.00

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Child Support Enforcement

Roberta Harrison, Chief Financial Officer

Phone: (602) 54-4791

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	12,960.0	12,782.7	12,782.7
Other Appropriated Funds	19,909.7	14,055.3	14,055.3
Other Non-Appropriated Funds	45,971.3	38,383.5	38,383.5
Total	78,841.0	65,221.5	65,221.5
FTE Positions	519.00	534.00	534.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To increase IV-D cases and collections, including the number of court ordered cases and compliance with court orders

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Ratio of current IV-D child support collected and distributed to current IV-D support due	64%	65%	60%	60%	60%
Increased the percentage of cases referred for the next action within 30 days of application from 22.0% to 44.0%	58%	37%	51%	54%	68%

Program Summary

Aging and Adult Services

Roberta Harrison, Chief Financial Officer

Phone: (602) 54-4791

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	43,858.0	66,290.0	89,840.0
Other Appropriated Funds	15,280.2	16,847.7	16,847.7
Other Non-Appropriated Funds	395,940.1	332,242.7	332,242.7
Total	455,078.4	415,380.4	438,930.4
FTE Positions	578.00	578.00	578.00

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Aging and Adult Services

Roberta Harrison, Chief Financial Officer
 Phone: (602) 54-4791
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	24,215.2	32,934.6	55,934.6
Other Appropriated Funds	253.4	253.4	253.4
Other Non-Appropriated Funds	38,247.5	27,228.4	27,228.4
Total	62,716.1	60,416.4	83,416.4
FTE Positions	578.00	578.00	578.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve timeliness of the APS investigation process.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of APS cases closed within the 60 day timeframe (Annual Avg)	50%	70%	56%	65%	75%
Adult Protective Services Number of New Reports Annually	29,494	39,500	34,848	43,560	54,450

Subprogram Summary

Refugee Resettlement Program

Roberta Harrison, Chief Financial Officer
Phone: (602) 54-4791
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, benefit applications, and ongoing adjustments services.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	22,086.2	33,129.3	33,129.3
Total	22,086.2	33,129.3	33,129.3
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To promote refugee social and economic self-sufficiency and well-being

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of Clients Receiving Case Management Services	1,749	2,000	2,105	6,500	4,000
Number of Completed Health/Medical Screenings	2,074	3,500	2,337	9,006	10,446

Subprogram Summary

DAAS Family Caregiver Program

Roberta Harrison, Chief Financial Officer

Phone: (602) 54-4791

A.R.S. § 41-1954

Mission:

To provide meaningful support to eligible family caregivers in order to ensure that older Arizonans and those with disabilities are able to live independently in their homes and communities.

Description:

The Family Caregiver Reimbursement Program (FCRP) is a state-funded program for eligible family caregivers of adults requiring daily living assistance. The program supports caregivers who provide care in their own home or in the home of the family member. The FCRP provides caregivers with reimbursements for home modifications or assistive care technology purchases made for the care recipient, such as bathroom and shower remodels, hearing aids, and wheelchair ramp installation. The assistance a caregiver receives is intended to help extend the time a caregiver can safely keep the family member at home rather than in an institutional setting.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	42.4	787.6	787.6
Total	42.4	787.6	787.6
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide financial support to caregivers for home modifications to support their loved ones.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of calls to the program	0	0	671	671	N/A

Program Summary

Employment and Rehabilitation Services

Roberta Harrison, Chief Financial Officer

Phone: (602) 54-4791

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	15,971.5	15,880.5	15,880.5
Other Appropriated Funds	300,694.8	304,052.2	395,052.2
Other Non-Appropriated Funds	414,392.9	516,372.9	533,214.9
Total	731,059.2	836,305.6	944,147.6
FTE Positions	1,223.60	1,223.60	1,223.60

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Employment and Rehabilitation Services

Roberta Harrison, Chief Financial Officer

Phone: (602) 54-4791

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	7,558.8	8,820.1	8,820.1
Other Appropriated Funds	29,403.3	18,664.1	18,664.1
Other Non-Appropriated Funds	103,571.7	122,171.6	122,171.6
Total	140,533.8	149,655.8	149,655.8
FTE Positions	1,223.60	1,223.60	1,223.60

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve Arizona's workforce by assisting individuals who are unemployed and underemployed to prepare for and obtain gainful employment

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Employment Placement Retention Rate	93%	93%	N/A	N/A	N/A

Subprogram Summary

Unemployment Insurance

Roberta Harrison, Chief Financial Officer
Phone: (602) 54-4791
A.R.S. § 23-601

Mission:

To collect taxes from covered employers and to pay benefits to eligible unemployed workers.

Description:

The program provides Unemployment Insurance benefits to eligible individuals based on their past earnings and collects payroll taxes from subject employers to fund the payment of those benefits.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	248,487.9	331,868.0	348,710.0
Total	248,487.9	331,868.0	348,710.0

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To increase the degree of timeliness in paying Unemployment Insurance Benefits

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average number of days to obtain employment	73	73	86	92	78

Subprogram Summary

Employment Services

Roberta Harrison, Chief Financial Officer
Phone: (602) 54-4791
Laws 2021, First Regular Session, Chapter 408

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	2,535.8	2,535.8	2,535.8
Total	2,535.8	2,535.8	2,535.8

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve quality of the Employment Services Program.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of individuals employed through ADC Second Chance Centers or Community Based Reentry Centers	3,654	4,267	4,070	4,566	5,079

Agency Summary

Board of Education

Sean Ross, Executive Director
Phone: (602) 542-5057
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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
State Board of Education	3,063.5	3,450.0	3,450.0
Total	3,063.5	3,450.0	3,450.0

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	3,063.5	3,450.0	3,450.0
Total	3,063.5	3,450.0	3,450.0
FTE Positions	23.00	23.00	23.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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: 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

Issue: Educator Oversight and Discipline

Description: To prioritize the safety and well-being of students, by keeping Description: 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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	25.0	25.0	25.0
General Fund	3,222.1	3,222.1	3,222.1
Other Appropriated Funds	227.9	227.9	227.9

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To review and update the school accountability systems for accuracy and impact.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of A Schools in Arizona.	30	30	29	30	30
Percentage of D & F schools.	0	15	6	11	11

Goal: To increase the number of adjudicated educator discipline cases.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of adjudicated educator discipline cases in a given school year	160	250	214	200	200

Agency Summary

Department of Education

Tom Horne, Superintendent of Public Instruction

Phone: (602) 364-1972

A.R.S. § 15-234, 15-702, P.L. 105-220

Mission:

We are a service organization committed to raising academic outcomes and empowering parents.

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Office of the Superintendent	3,056.6	18,065.0	19,672.2
Administration	577,227.1	576,372.9	578,629.2
School Finance	8,389,941.0	9,220,757.6	9,220,757.6
Highly Effective Schools	1,905,320.0	2,282,498.8	2,282,498.8
Highly Effective Teachers and Leaders	57,477.8	65,071.6	65,071.6
High Academic Standards for Students	81,264.9	82,827.5	89,044.0
Accountability and Assessment	67,434.4	79,202.7	79,202.7
Total	11,081,721.7	12,324,796.1	12,334,876.1

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	7,002,099.2	7,836,318.6	7,846,398.6
Other Appropriated Funds	332,718.1	352,999.0	352,999.0
Other Non-Appropriated Funds	3,746,904.4	4,135,478.5	4,135,478.5
Total	11,081,721.7	12,324,796.1	12,334,876.1
FTE Positions	715.00	737.15	775.15

All dollar amounts are expressed in thousands, as requested by agencies.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	272.0	272.0	272.0
General Fund	8,565,917.6	8,994,213.5	9,443,924.2
Other Appropriated Funds	1,689,183.8	1,739,859.3	1,792,055.0
Non-Appropriated Funds	22,772.3	23,455.5	24,159.2
Federal Funds	1,414,157.4	1,456,582.1	1,500,279.6

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Office of the Superintendent

Tom Horne, Superintendent of Public Instruction
 Phone: (602) 364-1972
 A.R.S. § Title 15 et seq.

Mission:

We are a service organization committed to raising academic outcomes and empowering parents.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	2,695.7	17,535.2	19,142.4
Other Non-Appropriated Funds	361.0	529.8	529.8
Total	3,056.6	18,065.0	19,672.2
FTE Positions	16.30	69.15	84.15

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To increase the number of school visits from 14 to 20 each year.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Achieve a customer satisfaction rating on all grants trainings of 4.5 (5.0 Scale) in FY23	4	5	5	5	5
Conduct training sessions on the fiscal management of grants	18	30	61	34	50
Draw down percentage of allocated funds	79	90	57	95	90
Number of school visits	14	20	15	20	0
Percent of Arizona high school students who enter 9th grade and graduate within four years	75.71	78.00	0	78.00	0
Provide quarterly 'office hours' sessions to assist LEAs in processing Reimbursement Requests	20	8	8	8	0
Provide quarterly reports to all LEAs showing progress on grant funding draw downs.	4	4	4	4	4

Goal: To participate in at least two community events each year.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of community events	0	2	80	100	100

Goal: To ensure at least 67% of agency performance measures are met.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Create internal and external reporting tool that provides basic workforce data from ADE systems.	New	New	0	100	0
Percentage of agency staff completing Procurement 101 training	0	90	90	95	90
Percentage of performance measures met	New	67	80	67	95

Program Summary

State Board of Education / Voc and Tech Education

Sean Ross, 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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
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Total

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To set fair and reasonable policies and standards that foster excellence in public education

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Develop and maintain connections with at least 5 stakeholder groups.	4	5	5	5	5

Program Summary

Administration

Art Harding, Chief Operating Officer
Phone: (602) 364-1972
A.R.S. § 15-231-15-272, P.L. 107-110

Mission:

We are a service organization committed to raising academic outcomes and empowering parents.

Description:

The Office of Administration provides the support for efficient and effective operations through Business, Finance, 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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	15,246.8	16,071.0	18,327.3
Other Appropriated Funds	357.9	359.0	359.0
Other Non-Appropriated Funds	561,622.5	559,942.9	559,942.9
Total	577,227.1	576,372.9	578,629.2
FTE Positions	265.90	208.69	219.69

All dollar amounts are expressed in thousands, as requested by agencies.

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:

We are a service organization committed to raising academic outcomes and empowering parents.

Description:

The Business and Finance subprogram is responsible for providing financial, procurement, and auditing 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. 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	2,786.1	2,076.5	2,076.5
Other Non-Appropriated Funds	10,613.8	10,433.5	10,433.5
Total	13,399.9	12,510.0	12,510.0
FTE Positions	102.00	100.00	100.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide financial support to schools by processing LEA payments within five business days by June 30, 2023.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
LEA payments processed within 5 days	100	100	0	100	0

Subprogram Summary

Information Technology

Debbie Jackson, Associate Superintendent

Phone: (602) 542-9229

A.R.S. § 15-251-15-272, P.L. 107-110

Mission:

We are a service organization committed to raising academic outcomes and empowering parents.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,661.1	1,975.4	4,231.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	3,916.8	6,891.0	6,891.0
Total	5,577.9	8,866.4	11,122.7
FTE Positions	23.60	21.60	32.60

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To deliver 14 updated procedures, and standards for critical and prioritized IT policies, including contingency planning and security.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of updated procedures, and standards for critical and prioritized IT policies, including contingency planning and security	New	14	0	N/A	0

Subprogram Summary

Research and Evaluation

Joseph Guzman, Associate Superintendent

Phone: (602) 364-1983

A.R.S. § 15-743, 15-746, P.L. 107-110

Mission:

We are a service organization committed to raising academic outcomes and empowering parents.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
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Total

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of code associated with all aspects of State and Federal Accountability and document process refined.	New	100	0	N/A	0

Subprogram Summary

Health and Nutrition Services

Cara Alexander, Deputy Associate Superintendent

Phone: (602) 542-8709

Nat. School Lunch and Child Nutrition Acts, P.L. 108-265

Mission:

We are a service organization committed to raising academic outcomes and empowering parents.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	86.6	86.6	86.6
Other Non-Appropriated Funds	505,545.1	503,306.7	503,306.7
Total	505,631.7	503,393.3	503,393.3
FTE Positions	68.70	66.00	66.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
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 to 98%.	94	96	0	98	96

Program Summary

School Finance

Tim McCain, Director

Phone: (602) 542-8250

A.R.S. § 15-185, 15-901-917, 15-941-15-1033, 37-521

Mission:

We are a service organization committed to raising academic outcomes and empowering parents.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	6,840,003.7	7,488,084.2	7,488,084.2
Other Appropriated Funds	328,895.6	342,797.3	342,797.3
Other Non-Appropriated Funds	1,221,041.7	1,389,876.1	1,389,876.1
Total	8,389,941.0	9,220,757.6	9,220,757.6
FTE Positions	15.10	15.00	15.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide timely, transparent payments and related reporting to Arizona education organizations.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of Classroom Site Fund payments made on a monthly basis	100	100	0	100	0

Program Summary

Highly Effective Schools

Colette Chapman, Associate Superintendent

Phone: (602) 542-1556

A.R.S. § 15-531-15-551, 15-704, 15-919-15-920, P.L. 107-110

Mission:

We are a service organization committed to raising academic outcomes and empowering parents.

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	86,127.5	240,326.7	240,326.7
Other Appropriated Funds	110.5	325.0	325.0
Other Non-Appropriated Funds	1,819,081.9	2,041,847.1	2,041,847.1
Total	1,905,320.0	2,282,498.8	2,282,498.8
FTE Positions	268.80	299.65	299.65

All dollar amounts are expressed in thousands, as requested by agencies.

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:

We are a service organization committed to raising academic outcomes and empowering parents.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	249,261.4	259,461.7	259,461.7
Total	249,261.4	259,461.7	259,461.7
FTE Positions	96.70	108.50	108.50

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of secondary students with disabilities engaged in positive post-school outcomes one-year post-school exit.	New	73	0	74	74

Goal: 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

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Targeted public education agencies will increase the performance of SSIP students with disabilities in grade 3 on the ELA state assessment.	New	11	0	11	12

Subprogram Summary

Support and Innovation

Adam Schwartz, Deputy Associate Superintendent

Phone: (602) 364-0379

PUBLIC LAW 114–95–DEC. 10, 2015

Mission:

We are a service organization committed to raising academic outcomes and empowering parents.

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	502.6	639.0	639.0
Total	502.6	639.0	639.0
FTE Positions	0.00	2.60	2.60

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To complete all site visits and check-ins as scheduled within a 10% variance.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Comprehensive Support and Improvement (CSI) Site visit calendar/site visit reports within 10% variance	New	100	0	100	0
Targeted Support and Improvement (TSI) checkpoint calendar/ reports within 10% variance	New	100	0	100	0

Subprogram Summary

Career and Technical Education

Kevin Imes, Deputy Associate Superintendent/State Director

Phone: (602) 364-2211

A.R.S. § 15-781-15-790, P.L. 109-270

Mission:

We are a service organization committed to raising academic outcomes and empowering parents.

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	31,633.7	33,902.9	33,902.9
Total	31,633.7	33,902.9	33,902.9
FTE Positions	23.80	21.45	21.45

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of 12th grade students in the same cohort year who are CTE program concentrators.	New	38	0	38	0

Goal: To increase and maintain the percent of Career and Technical Education concentrators who pass a national certification assessment to 38% .

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of CTE program concentrators who earned an industry recognized credential.	New	36	0	38	0

Goal: To increase the number of districts and charters participating in My Future AZ on an annual basis.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of districts participating in My Future AZ annually.	161	181	0	201	0

Subprogram Summary

Special Projects

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:

We are a service organization committed to raising academic outcomes and empowering parents.

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	17,690.7	15,126.4	15,126.4
Total	17,690.7	15,126.4	15,126.4
FTE Positions	11.70	7.50	7.50

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide professional learning, guidance and support for the field that increases Indigenous student outcomes.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Develop and implement guidance and professional learning on tribal consultation in accordance with state and federal guidelines.	New	100	105	100	100
Implementation support, coaching and technical assistance internally and externally on tribal consultation in accordance with state and federal guidelines	New	100	105	100	100
Number of LEAs and tribal nations who engage in the tribal consultation process.	New	50	68	50	50

Program Summary

Highly Effective Teachers and Leaders

Mark Hodge, Deputy Associate Superintendent

Phone: (602) 364-2811

A.R.S. § 15-531-15-551, 15-919-15-920, P.L. 107-110

Mission:

We are a service organization committed to raising academic outcomes and empowering parents.

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	716.8	5,517.5	5,517.5
Other Appropriated Funds	1,692.4	2,517.7	2,517.7
Other Non-Appropriated Funds	55,068.5	57,036.4	57,036.4
Total	57,477.8	65,071.6	65,071.6
FTE Positions	35.40	41.88	41.88

All dollar amounts are expressed in thousands, as requested by agencies.

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:

We are a service organization committed to raising academic outcomes and empowering parents.

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	7,764.7	8,948.5	8,948.5
Total	7,764.7	8,948.5	8,948.5
FTE Positions	5.50	5.30	5.30

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure high-quality educational choices by increasing school governance and monitoring assessment trainings to 240 per year.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of academic and governance monitoring visits conducted.	48	40	0	40	0

Subprogram Summary

Educator Excellence Title II - A Improving Teacher Quality

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:

We are a service organization committed to raising academic outcomes and empowering parents.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	179.5	179.5
Other Appropriated Funds	115.6	152.6	152.6
Other Non-Appropriated Funds	47,295.5	47,837.9	47,837.9
Total	47,411.1	48,170.0	48,170.0
FTE Positions	15.70	22.38	22.38

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide timely and reliable customer service.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
100% of emails responded to within 24 hours with a 10% variance.	95	100	100	100	100
During non-peak time, October through May, reduce the average processing days for certification evaluation services completed.	10	10	0	10	0
Facilitate quarterly communication with stakeholders regarding certification changes and updates.	3	4	0	4	0
Maintain a 4.0 or higher satisfaction rate for professional development opportunities offered to the field.	New	4	4	4	4

Program Summary

High Academic Standards for Students

Linda Burrows, Deputy 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:

We are a service organization committed to raising academic outcomes and empowering parents.

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	28,521.3	37,072.9	43,289.4
Other Non-Appropriated Funds	52,743.5	45,754.6	45,754.6
Total	81,264.9	82,827.5	89,044.0
FTE Positions	51.70	49.97	61.97

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

K-12 Academic Standards

Linda Burrows, Deputy Associate Superintendent

Phone: (602) 542-5342

A.R.S. § 15-715, 15-771, 15-901.02, 15-1251, P.L. 107-110

Mission:

We are a service organization committed to raising academic outcomes and empowering parents.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	307.7	330.0	330.0
Other Non-Appropriated Funds	14,328.6	2,433.6	2,433.6
Total	14,636.3	2,763.6	2,763.6
FTE Positions	10.30	14.92	14.92

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of Arizona educators who have attended ADE-sponsored early childhood professional development.	4,492	1,000	6,794	1,000	1,000

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of monitoring visits (virtual and inperson) of early childhood programs to support the implementation of best practices in early childhood education.	New	30	76	30	30

Subprogram Summary

Early Childhood

Adela Santa Cruz, 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:

We are a service organization committed to raising academic outcomes and empowering parents.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	18,644.6	20,121.0	20,121.0
Total	18,644.6	20,121.0	20,121.0
FTE Positions	8.30	11.30	11.30

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To increase the number of educators who have attended ADE-sponsored events to 1,000 per year.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Increase educators participation in ADE-sponsored events to 600 per year.	400	600	2,200	2,500	3,000
Number of educators who have attended ADE-sponsored events	800	900	2,200	2,200	2,500

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of LEAs that participated in technical assistance	133	100	130	100	100

Program Summary

Accountability and Assessment

Michelle Udall, Associate Superintendent

Phone: (602) 364-2811

A.R.S. § 15-241, 15-741-15-747, 15-809, P.L. 107-110

Mission:

We are a service organization committed to raising academic outcomes and empowering parents.

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	28,787.4	31,711.1	31,711.1
Other Appropriated Funds	1,661.7	7,000.0	7,000.0
Other Non-Appropriated Funds	36,985.3	40,491.6	40,491.6
Total	67,434.4	79,202.7	79,202.7
FTE Positions	61.80	52.81	52.81

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Assessment

Audra Ahumada, Deputy Associate Superintendent

Phone: (602) 542-5450

A.R.S. § 15-741 - 15-742, P. L. 107-110

Mission:

We are a service organization committed to raising academic outcomes and empowering parents.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	(0.0)	0.0	0.0
Other Appropriated Funds	0.0	7,000.0	7,000.0
Other Non-Appropriated Funds	7,401.3	12,371.1	12,371.1
Total	7,401.3	19,371.1	19,371.1
FTE Positions	25.10	27.88	27.88

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure valid and reliable assessments are administered annually.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Provide Governance and Formative Assessment training for awarded schools.	240	240	240	240	240

Goal: To provide timely and effective professional development to the field to support successful test administration.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Decrease number of reported test irregularities by 5% annually.	600	570	0	540	0

Agency Summary

Department of Emergency and Military Affairs

Major General Kerry L. Muehlenbeck, Cabinet Executive Officer

Phone: (602) .26-2710

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administration	4,276.0	8,672.8	7,601.0
Military Affairs	380,468.8	340,800.7	59,503.2
Emergency Management	24,945.5	62,707.8	57,986.3
Total	409,690.3	412,181.3	125,090.4

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	12,167.0	21,189.7	25,773.8
Other Appropriated Funds	121,411.3	2,113.5	2,113.5
Other Non-Appropriated Funds	276,112.1	388,878.1	97,203.1
Total	409,690.3	412,181.3	125,090.4
FTE Positions	454.00	454.00	471.00

All dollar amounts are expressed in thousands, as requested by agencies.

Department of Emergency & Military Affairs

Fiscal Year 2024 Strategic Plan 2-pager

Muehlenbeck
 Strategic Planner: Travis Schulte
 Last modified: 07/14/2023

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 ensures the state’s military forces and emergency management capabilities are ready and able to respond to state or federal missions 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	Supported partners dealing with border-related impacts and planned events. Managed \$544M for the southern border crisis that includes coordinating bus, barrier, health, safety, and anti-human trafficking initiatives. Submitted \$250M in mitigation grant applications to strengthen resiliency efforts statewide. Tested, trained and implemented both the Arizona Qualification System and Resource Inventory Dashboard.
2	Build a ready and able force of soldiers, airmen, and civilians to support state missions and federal contingency operations	2018	Army NG: 94.3% of authorized end-strength Air NG: 97.5% of authorized end-strength; 96% retention rate; 85% assigned fully qualified pilots; flying hours execution on target. Implemented Resiliency Program training.
3	Enhance Public Safety through further integration of DEMA resources into state government	2018	JTF-AZ: Provided cyber vulnerability scans to 21 state agencies and responded to 2 cyber Incidents. CDTF’s Drug Demand Reduction and Outreach received 2022 National Guard DDRO Program of the Year. CDTF contributed to a 1,357% increase in fentanyl seizures from FY19-FY22 and added 3 new supported agencies.
4	Secure additional mission sets relevant to state and national needs	2019	ARNG: Activated 48 th Ordnance Group, the only EOD Group in the National Guard. 161ARW: Lease extended to 2058; statement of understanding signed by City of Phoenix; awaiting KC-46 basing decision. 162WG: F-16 Block 70 FMS Training at HAF for decision; MSA land acquired, potential FY24 congressional add; Main gate land acquisition 60% complete/construction award projected FY24 JTF-AZ: Arizona awarded Oman as second State Partnership Program partner.

Department of Emergency & Military Affairs

Fiscal Year 2024 Strategic Plan 2-pager

Current Annual Focus

Strategy #	FY24 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 completion of construction of new State Emergency Operations Center (SEOC) •Percent completion of statewide evacuation mapping and AQS credentialing of DEMA staff •Avg days to distribute Border Security Fund 	<ul style="list-style-type: none"> •Award SEOC architectural and pre-construction services, break ground Q4 2023. •Testing, training, and implementation phases continue for WebEOC. •Develop a budget plan to meet demand and statutory requirements to strengthen the emergency management program. •Continue to support partners dealing with border-related impacts.
2	<p>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</p>	<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 continue publicizing the State Tuition Reimbursement program to improve end-strength. •Secure Additional Force Structure to include additional aviation capacity. •Contracts in place to upgrade all training ranges at Camp Navajo and FMR. •Ground-breaking ceremony scheduled October 2023 for SE AZ Regional Readiness Center. •Select Design-Build Team and ensure construction contract in place for Surprise Readiness Center by January 2024.
	<p>Air National Guard (ANG): Meet 100% end-strength goal and maintain retention rates. Incorporate innovative ideas to maximize resources. Ensure Mission Readiness.</p>	<ul style="list-style-type: none"> •End-strength and retention percent •Flying hours •Effective Manning •Unit Effectiveness Inspection/Self-Assessment Rating 	<ul style="list-style-type: none"> •ANG: Execute 100% allocated flying hours by 1 Sept. •161ARW: Embed the US Air Force AIM and WEAR national recruiting program initiatives with our local recruiting office; Proactive collaboration w/ NGB to ensure appropriate resources to support Southwest Region AETC refueling requests. •162WG: Target recruitment of critical career fields; address full-time vacancies through HRO efficiencies. •Actively recruit DM Reserve personnel as A-10 unit expected to draw down CY24.
	<p>All Members: Implement Resiliency Program.</p>	<ul style="list-style-type: none"> •Percent of course completion by members (<i>Breakthrough Project</i>) 	<ul style="list-style-type: none"> •Refine resiliency & wellness course curriculum. •Provide trainings for members throughout the year and around the state.
3	<p>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>91st Civil Support Team (CST)</i></p>	<ul style="list-style-type: none"> •CJTF: Increase Vulnerability Assessments •CDTF: Number of engagements to reduce drug demand •CDTF: Seizure amount for the top three drug threats in the State of Arizona •CST: Readiness and inter-agency partnerships for Defense Support of Civil Authorities (DSCA) 	<p>CJTF: Build CJTF relationships with AZ agencies. Participate in state cyber exercises. Support AZDOHS and ADOA initiatives to improve cyber security.</p> <p>CDTF: Focus prevention efforts on communities identified as highest needs based on drug risk. Strengthen relationships with LEAs who focus on drug network and drug trafficking organizations.</p> <p>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.</p>
4	Secure steps and commitments for future missions relevant to state and national needs.	ANG 162WG percent completion of: Main Gate land acquisition/construction MSA land acquisition/design	<p>161ARW: Seek additional KC-135s to support regional refueling need; KC-46 basing.</p> <p>162WG: Explore options to secure 4.5/5th Generation fighter pilot training; move 214ATKG Launch/Recovery element to Davis-Monthan AFB to meet increased ops tempo requirements, transition MQ-9 to Blk 5 to meet future ATLC/SLR capability.</p> <p>ARNG: Continue to complete requisite work for new mission sets.</p> <p>JTF-AZ: Continue implementation of SPP w/ Oman, to include AZ signing ceremony.</p>

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	471.0	471.0	471.0
General Fund	25.8	25.8	25.8
Other Appropriated Funds	2.1	2.1	2.1
Non-Appropriated Funds	92.6	92.6	92.6

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Administration

Brigadier General John A. Conley, Director
 Phone: (602) .26-2758
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	2,611.6	5,205.9	5,716.1
Other Non-Appropriated Funds	1,664.4	3,466.9	1,884.9
Total	4,276.0	8,672.8	7,601.0
FTE Positions	32.55	32.55	36.55

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To implement ideas to improve employee satisfaction.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Implement non-salary related ideas to improve employee satisfaction and morale.	2	2	2	2	2

Goal: To fund state-only projects that support National Guard Readiness.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of cabinet-level agencies that have reviewed and updated their COOP plan w/ DEMA	75	100	75	100	100

Program Summary

Military Affairs

Brigadier General Christopher S. Sandison, Commander

Phone: (602) .26-2927

Arizona Constitution Article XVI; A.R.S. Title 26, Chapters 1 & 9

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	3,181.0	7,568.1	7,568.1
Other Appropriated Funds	119,373.7	0.0	0.0
Other Non-Appropriated Funds	257,914.1	333,232.6	51,935.1
Total	380,468.8	340,800.7	59,503.2
FTE Positions	372.45	372.45	372.45

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Army National Guard

Brigadier General Lonnie J. Branum, Land Component Commander

Phone: (602) .26-2961

Arizona Constitution Article XVI; A.R.S. Title 26, Chapters 1 & 9

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,643.5	2,104.6	2,104.6
Other Non-Appropriated Funds	47,185.7	92,276.4	40,260.3
Total	48,829.2	94,381.0	42,364.9
FTE Positions	296.45	296.45	296.45

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To recruit and retain highly qualified Army personnel.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Meet 100% authorized Army end-strength	94.5	100.0	97.0	100.0	100.0

Goal: To provide Readiness Centers able to support state missions and Soldier training and readiness requirements.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
AZNG Readiness Centers rated as "fair" or "good" to support Soldier Readiness.	23	25	23	25	26
AZNG Readiness Centers rated as "fair" or "good" that meet space requirements	5	6	5	6	7
Achievement of fiscal year construction milestones for Southeastern Arizona (Tucson) Regional Readiness Center.	100	100	50	100	100
Achievement of fiscal year construction milestones for Surprise Readiness Center.	100	100	100	100	100

Goal: To increase fulfillment of requests for Defense Support to Civil Authorities (DSCA) by our local, state, and federal partners.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Counter-Drug Task Force - Number of engagements to reduce drug demand.	100	100	100	0	0
Cyber Joint Task Force - Number of vulnerability assessments performed for state agencies and responses for immediate cyber support.	22	20	21	20	20

Program Summary

Emergency Management

Gabriel Lavin, Director
Phone: (602) 46-6208
A.R.S. Title 26, Chapter 2

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	6,374.3	8,415.7	12,489.7
Other Appropriated Funds	2,037.6	2,113.5	2,113.5
Other Non-Appropriated Funds	16,533.6	52,178.6	43,383.1
Total	24,945.5	62,707.8	57,986.3
FTE Positions	49.00	49.00	62.00

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Mitigation and Preparedness

Ericka Wilkerson, Assistant Director

Phone: (602) 46-6308

A.R.S. § 26-305

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	868.4	874.6	3,856.4
Other Non-Appropriated Funds	10,272.6	16,854.5	15,209.8
Total	11,141.0	17,729.1	19,066.2
FTE Positions	26.50	26.50	36.50

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To reduce loss of life and loss of property from all hazards.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Emergency Management Performance Grant (EMPG) Application Approval (days)	67	45	104	45	45
State agencies, boards, and commissions that have been contacted regarding current status and approval date of their COOP plans, to be followed by development of COOP update engagement plan.	27	60	73	120	180
Percent completion of statewide evacuation mapping.	0	0	0	50	100

Subprogram Summary

Response and Recovery

Lawrence "Butch" Wise, Assistant Director
 Phone: (602) .46-6350
 A.R.S. § 26-305

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	0.0	1,092.2
Other Non-Appropriated Funds	6,261.0	35,324.1	28,173.3
Total	6,261.0	35,324.1	29,265.5
FTE Positions	0.00	0.00	3.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To reduce human suffering during disasters and enhance community recovery after disaster strikes.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Months to award/obligate fifty percent (50%) of Public Assistance Project Worksheets (PWs) following a Governor's Disaster Declaration.	10.18	10.00	13.13	10.00	10.00
Meeting construction milestones for State Emergency Operations Center.	0	100	75	100	0
Number of AQS credentialed DEMA staff	0	0	1	10	20

Goal: To efficiently disburse grant requests from the Border Security Fund.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of days to disburse grant requests from the Border Security Fund following execution of grant agreement and receipt of reimbursement/funding request.	30	30	0	30	30

Agency Summary

Department of Environmental Quality

Karen Peters, Cabinet Executive Officer

Phone: (602) 771-6656

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Support	30,804.8	64,128.1	69,130.6
Air Quality	43,337.6	56,847.9	62,462.0
Waste Programs	57,110.6	92,954.9	95,787.1
Water Quality	34,316.3	52,851.7	45,949.2
Total	165,569.3	266,782.6	273,328.9

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	7,498.4	31,000.0	41,505.4
Other Appropriated Funds	75,237.8	101,571.8	122,612.7
Other Non-Appropriated Funds	82,833.1	134,210.8	109,210.8
Total	165,569.3	266,782.6	273,328.9
FTE Positions	585.70	585.70	585.70

All dollar amounts are expressed in thousands, as requested by agencies.

Department of Environmental Quality

Fiscal Year 2024 Strategic Plan 2-pager

Agency Director: Karen Peters
 Strategic Planner: Michael Keyack
 Last modified: 7/14/23

<p>Mission/Vision: To protect and enhance public health and the environment in Arizona.</p> <p>Through consistent, science-based environmental regulation; and clear, equitable engagement and communication;</p> <p>With integrity, respect, and the highest standards of effectiveness and efficiency;</p> <p>Because Arizonans treasure the unique environment of our state and its essential role in sustaining well-being and economic vitality, today and for future generations.</p> <p>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 in Arizona.</p> <p>Executive Summary: ADEQ has identified seven strategic issues that led to the creation of five year strategies to deliver tangible outcomes that benefit public health and the environment.</p> <ol style="list-style-type: none"> 1. Systems of support are inadequate to hire and retain a highly qualified and engaged workforce. 2. Addressing Sunset Audit Findings with additional resources. 3. Current community engagement levels are insufficient to achieve ADEQs vision. 4. Some drinking water systems and surface waters are not meeting federal standards and many Arizona waters are threatened by emerging contaminants (e.g., Per- and Polyfluoroalkyl Substances (PFAS)). 5. The multi-decade drought has created stakeholder demand to strengthen opportunities and guidance associated with water quality and reuse. 6. IJIA presents a once in a generation opportunity to improve the Arizona’s infrastructure and environment. 7. Arizona stakeholders want ADEQ to assume primacy over the federal Underground Injection Control (UIC) and Coal Combustion Residuals (CCR) Programs. 	Summary of Multi-Year Strategic Priorities			
	#	Five Year Strategy	Start FY	Progress / Successes
	1	Leverage existing ADEQ and State workforce data to enhance hiring, training and career advancement.	2023	<ul style="list-style-type: none"> •Implemented a 10% increase in agency staff salaries. •Created a Belonging & Remote Employee Retention plan. •Standardized field safety planning and implementation. •Conducted listening sessions with 161 employees to assess barriers to long-term and satisfying employment at ADEQ.
	2	Secure sustainable program funding.	2021	<ul style="list-style-type: none"> •Statutory authority obtained in 2022 to promulgate increases in some water quality and hazardous waste fees. •Hazardous waste fee increases were effective in April 2023. •Completed screening of ADEQ fee structures.
	3	Enhance existing tools to provide Arizonans with both increased access to information and more ways to engage in ADEQ decisions and actions.	2024	<ul style="list-style-type: none"> •New strategy for FY24.
	4	Develop and implement a State vision to address PFAS contamination.	2024	<ul style="list-style-type: none"> •New strategy for FY24
	5	Catalyze water recycling in Arizona.	2023	<ul style="list-style-type: none"> •2018 – Eliminated prohibition on Direct Potable Reuse (DPR). •2022 – Legislature funded rule-writing for DPR. •2023 –40% complete on DPR program development.
	6	Leverage IJIA and IRA for a healthy environment.	2022	<ul style="list-style-type: none"> •Awarded \$25M to address orphaned wells on behalf of Oil & Gas Conservation Commission. •Awarded \$296K to facilitate pollution prevention, \$1.1M to accelerate Brownfields sites restoration, \$127K for Clean Water Act Section 604(b) Planning and \$5.4M through WIFA for DWSRF. •Collaborating with WIFA on the use of IJIA Emerging Contaminant grant.
	7	Assume primacy of UIC and CCR Federal Programs.	2020	<ul style="list-style-type: none"> •Statutory authority necessary to obtain UIC program primacy was obtained in FY18. Program development is 85% complete. •Statutory authority necessary to obtain CCR program primacy was obtained in FY22. Program development is 38% complete.
	8	Address Known, Ongoing, Unauthorized Impacts to human health and the environment.	2018	<ul style="list-style-type: none"> •Total mitigated includes 171 drinking water systems serving 640,478people. •Completed 37 projects to mitigate surface water contamination. <p><i>This strategy was fully deployed, resulted in ongoing standard practices for KOUI mitigation. This strategy is complete and will be removed.</i></p>

Department of Environmental Quality

Fiscal Year 2024 Strategic Plan 2-pager

Strat	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
1	Stand up systems of support for a safe and engaged work force.	<ul style="list-style-type: none"> Reduce the amount of employee initiated attrition (Goal: 11%) 	<ul style="list-style-type: none"> Embed Occupational Health and Safety principles in all sections of the agency Design and deploy a talent optimization project: <ul style="list-style-type: none"> Create unit manager development practice groups centered on belonging; Launch Employee Engagement improvement initiatives and; Professional development. Deploy Project Management career track. Develop and deploy Community Engagement career track.
2	Establish long term Agency funding strategy	<ul style="list-style-type: none"> Percent of healthy funds for next 5 years (goal:100% complete by FY25) 	<ul style="list-style-type: none"> Obtain statutory authority necessary to establish or increase solid waste fees Complete evaluation for viability of self funded model. Establish and implement strategy to achieve 5 year fund health.
3	Develop and implement an enhanced community engagement strategy.	<ul style="list-style-type: none"> Percent of community engagement strategy implemented. (goal: 100% complete) 	<ul style="list-style-type: none"> Develop and publish a diverse community engagement plan. Train/communicate the engagement plan to the Agency. Deploy/pilot the engagement plan in the form of a pilot event. Reinstate volunteer programs and outreach on air quality.
4	Develop and deploy a comprehensive strategy to mitigate public health and environmental risk associated with PFAS.	<ul style="list-style-type: none"> Percent complete of PFAS strategy implementation. (goal: 100% complete) 	<ul style="list-style-type: none"> Develop a 10 year PFAS plan. Collaborate with Gov's Office to maximize PFAS grant opportunities for the state. Develop PFAS strategy to deploy ADEQ resources.
5	Develop DPR Program (a.k.a. recycled water).	<ul style="list-style-type: none"> Percent complete of fully implementing the DPR Program. (goal: 85% complete - Breakthrough) 	<ul style="list-style-type: none"> Establish communications strategy for DPR deployment. Conduct robust stakeholder engagement process including technical, end user (community) and policy assessment. Complete rulemaking for the DPR program.
6	Leverage Federal funding (IIFA, IRA and ARPA).	<ul style="list-style-type: none"> Number of Oil & Gas wells inventoried and abandoned. (Goal: 180 Inventory and 15 Abandon) 	<ul style="list-style-type: none"> Complete Initial assessment and inventory of orphaned wells Abandon wells. Support Office of Resiliency initiatives.
7	Assume Federal UIC and CCR Programs.	<ul style="list-style-type: none"> Percent complete of primacy for the programs. (goal: 100% complete for UIC and 75% for CCR). 	<ul style="list-style-type: none"> Submit primacy packages to EPA for approval. Negotiate approval with EPA.

5 Year Plan

Issue: Systems of support are inadequate to hire and retain a highly qualified and engaged workforce.

Description: Leverage existing ADEQ and State workforce data to enhance hiring, training and career advancement.

Solutions:

Stand up systems of support for a safe and engaged work force.

Embed Occupational Health and Safety principles in all sections of the agency

Design and deploy a talent optimization project:

- Create unit manager development practice groups centered on belonging;
- Launch Employee Engagement improvement initiatives and;
- Professional development.

Deploy Project Management career track.

Develop and deploy Community Engagement career track.

Issue: Addressing Sunset Audit Findings with additional resources.

Description: Secure sustainable program funding.

Solutions:

Establish long term Agency funding strategy.

Obtain statutory authority necessary to establish or increase solid waste fees

Complete evaluation for viability of self funded model.

Establish and implement strategy to achieve 5 year fund health.

Issue: Current community engagement levels are insufficient to achieve ADEQs vision.

Description: Enhance existing tools to provide Arizonans with both increased access to information and more ways to engage in ADEQ decisions and actions.

Solutions:

Develop and implement an enhanced community engagement strategy.

Develop and publish a diverse community engagement plan.

Train/communicate the engagement plan to the Agency.

Deploy/pilot the engagement plan in the form of a pilot event.

Reinstate volunteer programs and outreach on air quality.

Issue: Many Arizona waters are not meeting federal standards and are threatened by emerging contaminants.

Description: Some drinking water systems and surface waters are not meeting federal standards and many Arizona waters are threatened by emerging contaminants (e.g., Per- and Polyfluoroalkyl Substances (PFAS)).

Develop and implement a State vision to address PFAS contamination.

Solutions:

Develop and deploy a comprehensive strategy to mitigate public health and environmental risk associated with PFAS.

Develop a 10 year PFAS plan.

Collaborate with Governor's Office to maximize PFAS grant opportunities for the state.

Develop PFAS strategy to deploy ADEQ resources.

Issue: Multi-decade drought has created stakeholder demand to strengthen opportunities and guidance for water quality & reuse

Description: Catalyze water recycling in Arizona.

Solutions:

Develop DPR Program (a.k.a. recycled water).

Establish communications strategy for DPR deployment.

Conduct robust stakeholder engagement process including technical, end user (community) and policy assessment.

Complete rulemaking for the DPR program.

Issue: IIJA presents a once in a generation opportunity to improve Arizona’s infrastructure and environment.

Description: Leverage IIJA and IRA for a healthy environment.

Solutions:

Leverage Federal funding (IIJA, IRA and ARPA).

Complete Initial assessment and inventory of orphaned wells

Abandoned wells.

Support Office of Resiliency initiatives.

Issue: Arizona stakeholders want ADEQ to assume primacy over the federal UIC and CCR Programs.

Description: Assume primacy of UIC and CCR Federal Programs.

Solutions:

Assume Federal UIC and CCR Programs.

Submit primacy packages to EPA for approval.

Negotiate approval with EPA.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	585.7	585.7	585.7
General Fund	40,400.0	40,400.0	40,400.0
Other Appropriated Funds	138,912.7	138,912.7	138,912.7
Non-Appropriated Funds	98,754.3	98,754.3	98,754.3
Federal Funds	35,456.6	35,456.6	35,456.6

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Support

Karen Peters, Director
 Phone: (602) 771-6656
 A.R.S. §49-101 et seq.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	(0.0)	0.0	14,500.0
Other Appropriated Funds	22,444.1	26,883.4	42,385.9
Other Non-Appropriated Funds	8,360.7	37,244.7	12,244.7
Total	30,804.8	64,128.1	69,130.6
FTE Positions	196.40	193.10	193.10

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To fully support and champion delivery of ADEQ’s mission

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of Healthy Funds for the Next 5 Years	0%	0%	0%	100%	100%
Percent of Engagement Strategy Implemented	0%	0%	0%	100%	100%

Goal: To Recruit, Train, and Retain Top Environmental Talent

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Reduce the Amount of Employee Initiated Attrition	0%	0%	0%	11.0%	11.0%
Reduce % of Agency on-Site Hours	0%	0%	10%	43%	43%
Increase Vulnerability Management Score	0	0	832	725	725

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	35,507.7	40,195.9	45,810.0
Other Non-Appropriated Funds	7,829.9	16,652.0	16,652.0
Total	43,337.6	56,847.9	62,462.0
FTE Positions	102.20	99.70	99.70

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Monitoring & Assessment

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:

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	2,255.3	2,195.2	2,395.2
Other Non-Appropriated Funds	1,970.1	2,151.5	2,151.5
Total	4,225.4	4,346.7	4,546.7
FTE Positions	27.00	22.20	22.20

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To enhance Arizona’s unique environment

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
No. of Net Non-attainment areas	15	14	14	14	14

Subprogram Summary

Oil & Gas

Daniel Czecholinski, Air Quality Division Director

Phone: (602) 771-4684

A.R.S. §27-515, §49, Chapter 3

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	180.8	247.1	247.1
Other Non-Appropriated Funds	1,538.7	10,920.0	10,920.0
Total	1,719.5	11,167.1	11,167.1
FTE Positions	3.80	7.20	7.20

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To support environmentally responsible economic growth

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
No. of Oil & Gas Wells Inventoried	0	98	0	180	180
Number of Oil and Gas Wells Abandoned	0	0	0	15	15

Program Summary

Waste Programs

Amanda Stone, ADEQ Deputy Director
Phone: (602) 771-2248
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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	15,000.0	17,505.4
Other Appropriated Funds	5,385.7	8,429.9	8,756.7
Other Non-Appropriated Funds	51,724.9	69,525.0	69,525.0
Total	57,110.6	92,954.9	95,787.1
FTE Positions	139.60	156.10	156.10

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Solid Waste

Amanda Stone, ADEQ Deputy Director
Phone: (602) 771-2248
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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	0.0	1,105.4
Other Appropriated Funds	3,536.2	6,501.3	6,501.3
Other Non-Appropriated Funds	3.6	533.9	533.9
Total	3,539.9	7,035.2	8,140.6
FTE Positions	18.80	23.80	23.80

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To support environmentally responsible economic growth

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent Complete of Primacy for the CCR Program	0%	0%	40%	75%	75%

Program Summary

Water Quality

Trevor Baggio, Water Quality Division Director

Phone: (602) 771-2321

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 ground-water 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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	7,498.4	16,000.0	9,500.0
Other Appropriated Funds	11,900.3	26,062.6	25,660.1
Other Non-Appropriated Funds	14,917.6	10,789.1	10,789.1
Total	34,316.3	52,851.7	45,949.2
FTE Positions	147.50	136.80	136.80

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Groundwater Protection

Trevor Baggio, Water Quality Division Director

Phone: (602) 771-2321

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	4,976.5	15,014.5	15,014.5
Other Non-Appropriated Funds	1,789.2	336.9	336.9
Total	6,765.8	15,351.4	15,351.4
FTE Positions	38.00	38.60	38.60

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To support environmentally responsible economic growth

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent Complete of Primacy for the UIC Program	0%	0%	85%	100%	100%
# of Water Quality Performance Audit and Agency Sunset Audit (2021) Recommendations Addressed	25	28	27	28	28

Subprogram Summary

Safe Drinking Water

Trevor Baggio, 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	1,458.2	2,603.5	4,192.8
Other Non-Appropriated Funds	5,120.7	1,161.8	1,161.8
Total	6,578.8	3,765.3	5,354.6
FTE Positions	35.70	14.60	14.60

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To enhance Arizona’s unique environment

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent Complete of PFAS Strategy Implementation	0%	0%	0%	100.00%	100.00%
Population Served Healthy Drinking Water V2 (%)	99.80%	99.00%	99.85%	99.00%	99.00%
No. of Net Drinking Water Systems Serving Drinking Water Not Meeting Federal Standards	31	28	26	26	26

Subprogram Summary

Water Re-Use

Trevor Baggio, Water Quality Division Director

Phone: (602) 771-2321

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 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	0.0	0.0
Other Appropriated Funds	333.2	675.5	675.5
Other Non-Appropriated Funds	11.1	0.0	0.0
Total	344.3	675.5	675.5
FTE Positions	2.20	4.00	4.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To support environmentally responsible economic growth

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent Complete of Fully Implementing the DPR Program	0%	0%	40%	85%	85%

Agency Summary

Governor's Office of Equal Opportunity

Barry Wong, Director
Phone: (602) 542-5723
A.R.S. § 41-101

Mission:

To prepare, revise and administer the State of Arizona Equal Opportunity (EO) Guidelines for equal employment opportunity and economic growth.

- To guide State Agency EO planning process and provide technical assistance and training to agency leadership, Equal Opportunity Administrators, and supervisory staff;
- To administer a complaint process for current and former State of Arizona employees;
- To promote access to State employment, procurement, and boards and commission for minorities and women.

Description:

The Governor's Office of Equal Opportunity provides information and technical assistance to state agencies to ensure non-discrimination and equal opportunity access to employment, State contracts, and appointments.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Public Advocacy Division	210.3	310.5	310.5
Total	210.3	310.5	310.5

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	210.3	310.5	310.5
Total	210.3	310.5	310.5
FTE Positions	4.00	4.00	4.00

All dollar amounts are expressed in thousands, as requested by agencies.

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
State Board of Equalization	653.7	751.1	787.1
Total	653.7	751.1	787.1

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	653.7	751.1	787.1
Total	653.7	751.1	787.1
FTE Positions	7.00	7.00	7.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Information Security Upgrade

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:

The Board will utilize all state ASET available assets and resources to become compliant with all information security requirements.

The SBOE considers this a continuous work in progress. IT security is inherently important to the appeals program.

Issue: Constructing of Hearing Room

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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	7.0	7.0	7.0
General Fund	775.0	775.0	775.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 Administra

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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.	80	90	90	100	100
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.	85	95	98	100	100

Goal: 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 deadl

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Cost per appeal (in dollars)	137	125	180	180	180
Appeals received.	2,035	2,500	1,635	2,000	2,000

Goal: To improve efficiencies of agency operations through networking and personnel training.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
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	100	90	90
Enhance training for staff members. This performance measure is for the percentage of staff members who have completed training.	95	100	95	95	95

Goal: To Complete the processing of the Board's rules.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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.	80	100	80	100	100

Goal: To obtain legislation that will reduce the number of unnecessary appeals.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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.	90	100	90	100	100

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Board of Executive Clemency	1,334.5	1,448.8	2,064.5
Total	1,334.5	1,448.8	2,064.5

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,310.0	1,420.8	2,036.5
Other Non-Appropriated Funds	24.5	28.0	28.0
Total	1,334.5	1,448.8	2,064.5
FTE Positions	14.50	14.50	14.50

All dollar amounts are expressed in thousands, as requested by agencies.

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Interim Events	8,348.2	6,443.5	6,443.5
State Fair	11,576.8	11,111.8	17,832.6
Total	19,925.0	17,555.3	24,276.1

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	18,455.0	17,555.3	24,276.1
Other Non-Appropriated Funds	1,470.0	0.0	0.0
Total	19,925.0	17,555.3	24,276.1
FTE Positions	184.00	184.00	184.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Funding Facility Improvements

Description: Given a large, aging facility, the Arizona Exposition and State Fair (AESF) must consistently 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 operational needs. AESF contracts with ADOA’s General Service 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 capitol maintenance and improvement plan’s execution is contingent upon available funds and sufficient appropriation.

Issue: 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 expend 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 revenue 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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	7,462,726.1	8,208,998.7	9,029,898.6
Other Appropriated Funds	29,814.7	32,796.2	36,075.8

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Interim Events

Irene Robayo, Chief Financial Officer
 Phone: (602) 257-7132
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	6,878.2	6,443.5	6,443.5
Other Non-Appropriated Funds	1,470.0	0.0	0.0
Total	8,348.2	6,443.5	6,443.5
FTE Positions	71.20	71.20	71.20

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To increase the number of non-fair rental days.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
New promoters requesting space	8	5	8	6	4
Repeat promoters annually	33	31	26	35	30
Non-fair rental days over previous year	515	640	605	600	625
New partners acquired	3	8	12	10	12
Exhibit space used by partners for business showcase (square feet)	10,000	30,000	22,000	25,000	19,000

Goal: To maximize the use of existing parking space.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Parking lot rentals	7	15	11	10	14
New strategic partners renting parking lots	1	3	4	2	4
New revenue streams identified	1	3	2	2	0
New revenue received from alternative sources (in dollars)	2,000,000	100,000	174,740	7,500,000	0

Program Summary

State Fair

Irene Robayo, Chief Financial Officer

Phone: (602) 257-7132

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	11,576.8	11,111.8	17,832.6
Total	11,576.8	11,111.8	17,832.6
FTE Positions	112.80	112.80	112.80

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To develop partnerships with business, industry, community, and volunteer groups.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Increase Wednesday attendance.	137,688	0	0	0	0
Fair attendance (in thousands)	1,590	1,000	1,384,269	1,300	0

Goal: To maximize all fair revenue sources.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of guest service contacts	89	80	129	80	0
Improvements implemented	13	9	0	5	0

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Fingerprint Board	672.7	730.9	730.9
Total	672.7	730.9	730.9

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	672.7	730.9	730.9
Total	672.7	730.9	730.9
FTE Positions	6.00	7.00	7.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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 2023, the Board is in 100% compliance with two of the statutory time frames, and will work on improving the percent of applications with an expedited review within 20 days of receipt of a complete application (93.18%). The Board received 4,987 applications, which represents a 25.1% increase in applications from FY 2022 (3,988). The Board continues to process applications efficiently. Overall wait times for applicants continues to be at or below the Board's estimate. The average number of days spent processing applications from receipt to expedited review has gone above the Board's projection of 12 days, but it is still well below the statutorily required 20 days. The Board communicates with applicants effectively and efficiently based on the number of applications completed on initial submission (82.06%). The Board Investigator has exceeded the Board's goal (96%) for the percentage of recommendations accepted at an expedited review. The very high acceptance rate (99.74%) makes Board meetings more efficient.

In upcoming fiscal years, the Board will continue to take steps to reduce the time for processing applications and achieve full statutory compliance in all areas. Reducing processing times 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 rapidly 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: Further Improve E-Government Services

Description: The Board significantly improved its website and database in FY 2022 and FY 2023. 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: 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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	8.0	8.0	8.0
Non-Appropriated Funds	700.0	700.0	700.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To make fair and consistent determinations on good-cause-exception applications.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of applications approved.	98.75	96.00	99.25	96.00	96.00
Percent of approvals by administrative hearing.	5.79	5.00	5.00	5.00	5.00
Percent of approvals by expedited review.	94.21	95.00	95.00	95.00	95.00
Percent of investigator recommendations for expedited reviews accepted.	99.75	96.00	99.74	96.00	96.00

Goal: To provide applicants with timely decisions on their good-cause-exception applications.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average days from expedited review to hearing.	35.71	35.00	36.01	35.00	36.00
Average days from scheduled hearing to hearing decision/completion.	63.00	65.00	71.22	65.00	70.00
Average number of days spent processing application from receipt to expedited review.	8.00	12.00	14.01	12.00	14.00
Average number of days spent processing application.	12.00	20.00	17.00	20.00	20.00
Average number of days to disposition	17.00	30.00	24.00	30.00	30.00

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of applications disposed.	3,843	3,600	4,589	3,700	4,300
Number of good-cause-exception applications received	3,988	3,600	4,987	3,700	4,300
Percent of applications decided within 80 days of hearing.	100	100	100	100	100
Percent of applications heard within 45 days of expedited review.	100	100	100	100	100
Percent of applications that undergo an expedited review within 20 days (processing time).	100	100	93	100	95

Goal: To develop fair and comprehensible rules, policies, and procedures for determining good cause exceptions.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of good-cause-exception requests received.	0	0	0	0	0
Percent of applications complete on initial submission.	87.38	85.00	82.06	85.00	85.00
Ratio of requests for good cause exceptions to applications submitted.	0	0	0	0	0

Agency Summary

Forestry and Fire Management

Thomas A. Torres, Cabinet Executive Officer

Phone: (602) 771-1400

A.R.S. §§ 37-1301 to 37-1426

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.

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 building inspections by the Office of the State Fire Marshal.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
State Forester	104,789.6	125,779.8	130,779.8
Eastern Counties Environment Grants	250.0	250.0	250.0
State Fire Marshal	1,705.0	1,792.0	1,792.0
Licensing and Regulation	286.8	289.0	289.0
Total	107,031.5	128,110.8	133,110.8

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	43,627.6	57,605.2	62,605.2
Other Non-Appropriated Funds	63,403.9	70,505.6	70,505.6
Total	107,031.5	128,110.8	133,110.8
FTE Positions	211.05	281.73	281.73

All dollar amounts are expressed in thousands, as requested by agencies.

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 building inspections by the Office of the State Fire Marshal.

Executive Summary: DFFM identified four strategic priorities to reach its vision.

Improve the Natural Environment: Increase and sustain the number of acres treated to improve forest and watershed health and reduce wildfire risk in Arizona. Utilize State appropriated funding to leverage Good Neighbor Authority (GNA) opportunities with federal partners to increase pace and scale of wildfire risk reduction projects.

Promote Public Safety: Increase compliance rates and the number of facility inspections 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.

Develop and Retain an Informed and Engaged Workforce: Offer new leadership workshops and promote ongoing development opportunities for all staff.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Improve the Natural Environment	2019 HFI Year 3	Health Forest Initiative (HFI) wildfire mitigation funding was implemented in 2021 and has successfully treated more than 22,000 acres. Following a Master Good Neighbor Authority Agreement (GNA) with the USFS in 2021, DFFM has implemented projects on 5 of 6 national forest in Arizona. This work will include timber marking for project preparation and active forestry operations on more than 70,000 acres over the next 10 years.
2	Promote Public Safety	2016 Updated 2024	The Office of the State Fire Marshal (OSFM) implemented a new Salesforce database. This technology upgrade increased overall 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	Develop and Retain an Informed and Engaged Workforce	2019 Updated 2024	Maintained consistent Employee Engagement Survey responses in FY23 and had an AZPerforms! completion rate of 100%. Improved delivery of HR support by establishing designated contacts for each Agency Division. Continued to provide internal and external training opportunities.

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
#1a	Increase and sustain the number of acres treated for hazardous fuel reduction and forest and watershed restoration using State appropriated funds. (Breakthrough)	<ul style="list-style-type: none"> Number of Acres Treated Dollars Awarded Under Grant Programs 	Implement FY24 Annual Program of Work through leveraging Federal and State funds to maximize acres treated. <ul style="list-style-type: none"> Remaining staff hired and trained to plan and implement projects. Wildland Fuels Reduction Services Contract amend to add additional services and re-advertised to bring on more contractors.
#1b	Increase and sustain the number of acres treated for Invasive Plant Treatment using State appropriated funding.	<ul style="list-style-type: none"> Number of Acres Treated Dollars Awarded Under Grant Programs 	Strategically utilize the multi-year State funded Invasive Plant Species Eradication Fund and Gila River Non-Native Species Eradiction Fund. <ul style="list-style-type: none"> Continue to implement Year 3 of the 5-Year Invasive Plant Program Strategic Plan created in 2021. Leverage the \$10 million in ARPA funding to increase scale of treatments along the lower Gila River.
#1c	Increase and sustain acres treated using 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 in 2021. TWO MOUs have been signed with Coconino and Tonto National Forests to treat more than 70,000 acres over 10 years. <ul style="list-style-type: none"> Enter into two additional MOUs with national forests in AZ. Implement FY24 projects from the MOU Action Plans.
#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 OSFM Inspections Meeting the NFPA 1730 Frequency Standards % of LOA Inspections Meeting the NFPA 1730 Frequency Standards 	Continued deployment of 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 per NFPA Guidelines.
#3	Track Initial Attack response for DFFM. Track total acres burned in Arizona (all lands).	<ul style="list-style-type: none"> % of State Jurisdictional Wildfires Suppressed Within the Initial Response Period Total Number of Wildland Fires Across All Jurisdictions 	Continuous training for mid-management Fire staff.
#4	Fill vacant positions authorized in the approved FY24 target organization.	<ul style="list-style-type: none"> % of Positions Filled % of Job Classifications Reviewed 	Develop, implement and maximize recruiting strategies. <ul style="list-style-type: none"> Continue to review and align DFFM job classifications.

5 Year Plan

Issue: Improving the natural environment

Description: Promote and assist in landscape scale and forest restoration throughout Arizona. Increase the effectiveness of our forest mitigations and invasive plant treatments.

Solutions:

- Increase/maintain the number of acres treated wildfire mitigation
- Increase/maintain dollars awarded under grant programs
- Increase/maintain Good Neighbor Authority (GNA) acres treated
- Increase/maintain acres treated (invasive plants)
- Increase/maintain dollars awarded under grant programs (invasive plants)

Issue: Promoting public safety

Description: Increase overall compliance rates of facilities inspected by the Office of the State Fire Marshal

Solutions:

- Increase percent of on-time life safety inspections
- Increase percent of on-time life safety inspections conducted by LOA holders

Issue: To increase fire management program effectiveness and efficiency

Description: Improve coordination and collaboration with partners for efficient response and use of resources

Solutions:

- Increase/maintain percent of state jurisdictional wildfires suppressed within the initial response period

Issue: 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:

- Increase/maintain percent of job classifications reviewed
- Reduce percentage of agency on-site hours
- Increase/maintain percent of agency positions filled

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	281.7	281.7	281.7
General Fund	62,605.2	62,605.2	62,605.2
Non-Appropriated Funds	23,155.6	23,155.6	23,155.6
Federal Funds	47,350.0	47,350.0	47,350.0

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

State Forester

Thomas A. Torres, State Forester
 Phone: (602) 771-1400
 A.R.S. §§ 37-1301 to 37-1426

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.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	41,385.7	55,274.2	60,274.2
Other Non-Appropriated Funds	63,403.9	70,505.6	70,505.6
Total	104,789.6	125,779.8	130,779.8
FTE Positions	193.80	263.67	263.67

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve the natural environment.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of acres treated Wildfire Mitigation - FORESTRY	0	0	0	20,000	20,000

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Game and Fish Department

Ty Gray, Cabinet Executive Officer

Phone: (623) 23-7283

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 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 for all of Arizona's diverse citizens.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Central Administrative	21,682.0	21,434.1	24,434.1
Wildlife Conservation	95,280.9	110,415.1	110,655.1
Recreation	21,733.1	23,857.6	23,857.6
Total	138,696.0	155,706.8	158,946.8

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	50,168.2	41,850.2	45,090.2
Other Non-Appropriated Funds	88,527.8	113,856.6	113,856.6
Total	138,696.0	155,706.8	158,946.8
FTE Positions	587.10	666.30	666.30

All dollar amounts are expressed in thousands, as requested by agencies.

Game and Fish Department

Fiscal Year 2024 Strategic Plan 2-pager

Agency Director: Ty Gray
 Strategic Planner: Ryan Babel
 Last modified: 7/12/2023

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	Discretionary products and services like the Ethically Hunting AZ online course, limited entry permit-tag hunts and PointGuard, expanded opportunities for customers and contributed to over \$2.8M in revenue. A dedicated volunteer workforce contributed almost 90K hours, an equivalent to 43 FTE's, to further the Department's Mission. 68% of those hours were utilized as eligible match for Federal grants.
2	Manage Arizona's diverse wildlife resources and conserve their habitats	*2021	Almost 100 planned and opportunistic wildlife translocation actions included 26 species, 13 listed as Threatened or Endangered. The Department's State Wildlife Action Plan, prioritizing conservation of the state's "species of greatest conservation need" approved by the U.S. Fish and Wildlife Service. Collaboration with ADOT to develop and incorporate project design plans for overpasses that enhance wildlife connectivity, resilience and motorist safety.
3	Provide safe, ethical, responsible, and diverse outdoor recreational opportunities	*2021	A Department created education video for Off Highway Vehicle users resulted in a 50%-70% reduction in rollover accidents among rental companies that included the video as part of the rental process. Expanded hours and days of operation for customers at the Ben Avery Shooting Facility.
4	Modernize technological infrastructure	*2021	E-Tag app that provides real-time delivery of licenses and big game tags and provides the ability to electronically tag a harvested animal and complete the hunter questionnaire. License auto-renewal increases convenience and options for customers and revenue consistency for the Dept.

Game and Fish Department

Fiscal Year 2024 Strategic Plan 2-pager

Current Annual Focus

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase Discretionary Revenue	% License Holders Utilizing Auto Renewal	Agency Breakthrough Metric. Continue to develop ways to promote, evaluate associated customer retention and new customer acquisition cost savings. Communicate the actions, problem solving process and progress with the A3.
		Revenue produced at Ben Avery Shooting Facility	Expand opportunities for existing customers and to recruit new customers, survey customer satisfaction of the range, and complete the \$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 increasing both the percentage of match-eligible hours captured correctly, and the number of match-eligible large-scale volunteer opportunities.
2	Actively manage and conserve Arizona's wildlife	Number of sites for Wildlife Population Enhancement actions	Actively participate in Species Status Assessments and Recovery Teams, using the Department's best scientifically defensible data to avoid listing where appropriate and to ensure the best management outcomes.
		Number of Wildlife Waters Redeveloped	Prioritize the waters catchments identified for redevelopment in current and subsequent fiscal years. Transition to ADOA's new fixed asset standards.
2	Habitat Conservation	Number of Acres of Habitat Improved	Maximize partnerships, thoughtful planning, and opportunities to implement on-the-ground habitat enhancement projects statewide. Identify match for awarded grants.
3	Provide safe recreational opportunities	Number of Hatchery Improvement Stages Completed	Complete identified projects at the Bubbling Ponds and Silver Creek Hatcheries and deferred maintenance with funding that exceeded the previously approved one-time appropriation from the Game and Fish Fund.
		Pounds of Sportfish Stocked	Extend and amend 16 Intergovernmental Agreements with municipalities enrolled in the Community Fishing Program. Improve fish propagation techniques and biosecurity enhancements.
		Number of Assets created to support Outreach Campaigns	Implement marketing and outreach campaigns to promote responsible, safe recreation for watercraft and Off-Highway Vehicle use.
		Number of Officer Field Days	Provide 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. Systems to migrate include License Dealer, Watercraft Registration, and Financial Reporting systems.

5 Year Plan

Issue: 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: 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: 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: 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: Effective Workforce

Description: Implementation of the Department's Mission, values and competencies demands a professional and well-trained workforce 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.
- Recognize and celebrate the successes, accomplishments and achievements of employees and collective efforts of teams and programs.
- Enhance the knowledge, skills and abilities of workers to reach their highest potential for accomplishing Agency objectives and their own professional development.
- Implement compensation strategies.
- Develop succession strategies and future leaders.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	666.3	666.3	666.3
Other Appropriated Funds	45,090.2	45,090.2	45,090.2
Non-Appropriated Funds	45,621.5	45,621.5	45,621.5
Federal Funds	68,235.1	68,235.1	68,235.1

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Central Administrative

Tom Finley, Deputy Director
 Phone: (623) 23-7279
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	11,008.3	9,076.7	12,076.7
Other Non-Appropriated Funds	10,673.7	12,357.4	12,357.4
Total	21,682.0	21,434.1	24,434.1
FTE Positions	89.50	103.80	103.80

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure financial sustainability to fund critical work.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of eligible license holders utilizing license auto renewal.	0%	10.00%	3.50%	10.00%	10.00%
To increase discretionary revenue 1.5 million dollars from new contributing sources.	\$3,694,454	\$1,500,000	\$2,819,923	\$1,500,000	\$1,500,000
Expand volunteer match supporting the Department's CMS Grant by increasing both the percentage of match-eligible hours captured correctly, and the number of match-eligible large-scale volunteer opportunities.	\$1,396,506	\$1,814,850	\$1,995,014	\$1,670,203	\$0

Goal: To modernize technological infrastructure.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of milestones completed in the process of transitioning approved systems from legacy systems.	0	31	30	11	0

Program Summary

Wildlife Conservation

Clay Crowder, Assistant Director

Phone: (623) 62-7300

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	31,458.2	24,804.1	25,044.1
Other Non-Appropriated Funds	63,822.7	85,611.0	85,611.0
Total	95,280.9	110,415.1	110,655.1
FTE Positions	405.70	451.40	451.40

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Wildlife Conservation

Clay Crowder, Assistant Director

Phone: (623) 62-7300

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	18,232.5	17,130.2	17,370.2
Other Non-Appropriated Funds	16,864.9	23,327.1	23,327.1
Total	35,097.4	40,457.3	40,697.3
FTE Positions	112.10	172.80	172.80

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To actively manage and conserve Arizona's wildlife.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of sites for wildlife population enhancement actions	103	84	97	80	79
Number of wildlife waters redeveloped.	24	20	20	20	0

Subprogram Summary

Game Wildlife Program

Josh Avey, Terrestrial Wildlife Branch Chief

Phone: (623) 23-7385

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	11,343.5	3,017.4	3,017.4
Other Non-Appropriated Funds	20,567.5	28,699.0	28,699.0
Total	31,911.0	31,716.4	31,716.4
FTE Positions	156.70	125.00	125.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To perform habitat conservation.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Habitat improvement (Acres)	619,332	705,000	708,088	815,000	815,000

Subprogram Summary

NonGame Program

Josh Avey, Terrestrial Wildlife Branch Chief
Phone: (623) 23-7385
A.R.S. §§ 17-101 et seq;

Mission:

To conserve Arizona's diverse wildlife resources for current and future generations.

Description:

Since program restructuring, nongame species are managed across the Terrestrial Branch and the Aquatics Branch, both in the Wildlife Management Division.

Programs that contribute to nongame management from Terrestrial Branch include Amphibian and Reptiles, Invertebrates, the Land-owner Relations and Habitat Enhancement Program, Nongame Birds and Mammals, and Wildlife Health.

The Aquatics Branch oversees the management of nongame fish and contributing hatcheries.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	343.1	512.7	512.7
Other Non-Appropriated Funds	13,426.5	18,558.5	18,558.5
Total	13,769.5	19,071.2	19,071.2
FTE Positions	65.10	71.70	71.70

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To perform active wildlife conservation and safe recreational opportunities.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of hatchery improvement stages completed.	0	22	13	2	0

Program Summary

Recreation

Tony Guiles, Assistant Director

Phone: (623) 23-7602

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	7,701.7	7,969.4	7,969.4
Other Non-Appropriated Funds	14,031.4	15,888.2	15,888.2
Total	21,733.1	23,857.6	23,857.6
FTE Positions	91.90	111.10	111.10

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Recreation

Tony Guiles, Assistant Director

Phone: (623) 23-7602

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
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Total

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide safe recreational opportunities.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of days in the field Department Officers perform biological and law enforcement activities to enhance wildlife conservation and public safety.	11,691	10,488	10,903	10,488	0
Increase digital reach to 1.75 million people each month for the Department's official social media channels.	1,868,166	1,750,000	1,632,298	1,750,000	0

Subprogram Summary

Wildlife Recreation

Scott Lavin, R3 Branch Chief

Phone: (623) 23-7188

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	3,826.7	3,351.1	3,351.1
Other Non-Appropriated Funds	2,429.4	2,343.6	2,343.6
Total	6,256.0	5,694.7	5,694.7
FTE Positions	26.00	24.60	24.60

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure financial sustainability to fund critical work and provide safe recreational opportunities.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Stock 696,000 pounds of sportfish.	779,880	696,000	711,658	696,000	696,000

Subprogram Summary

Shooting Sports

Michael Raum, Shooting Sports Branch Chief

Phone: (623) 23-7229

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	243.4	244.5	244.5
Other Non-Appropriated Funds	7,476.2	9,456.1	9,456.1
Total	7,719.6	9,700.6	9,700.6
FTE Positions	36.50	49.80	49.80

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To increase revenue and provide safe recreational opportunities.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
To increase revenue at the Ben Avery shooting facility.	\$3,155,089	\$3,100,000	\$3,349,738	\$3,297,500	\$0

Subprogram Summary

Watercraft

Gene Elms, Law Enforcement Branch Chief

Phone: (623) 23-7307

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	3,616.6	4,352.8	4,352.8
Other Non-Appropriated Funds	2,215.9	1,288.2	1,288.2
Total	5,832.5	5,641.0	5,641.0
FTE Positions	21.40	27.00	27.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide safe recreational opportunities.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average number of days to complete boating facility requests.	0	14	5	0	0
Number of Assess created to support Outreach Campaigns.	0	0	0	20	0

Subprogram Summary

Off highway Vehicle

Gene Elms, Law Enforcement Branch Chief

Phone: (623) 23-7307

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	15.0	21.0	21.0
Other Non-Appropriated Funds	1,910.0	2,800.3	2,800.3
Total	1,925.0	2,821.3	2,821.3
FTE Positions	8.00	9.70	9.70

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To increase revenue and provide safe recreational opportunities.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Increase dollars from non-resident Off-Highway Vehicle indicia sales by 5%.	\$137,581	\$144,456	\$148,147	\$0	\$0

Agency Summary

Department of Gaming

Jaclyn Johnson, Cabinet Executive Officer

Phone: (602) 771-4263

A.R.S. § 5-604

Mission:

To ethically and effectively regulate gaming, event wagering & fantasy sports contests, 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, event wagering & fantasy sports contests, 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 and 24-hour confidential helpline, 1-800-NEXT-STEP.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Enforcement	16,785.2	19,650.1	19,050.1
Certification	1,329.5	2,299.4	2,299.4
Division of Racing	20,526.1	16,898.0	16,898.0
Boxing	104.6	102.5	102.5
Total	38,745.3	38,950.0	38,350.0

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	16,656.8	13,159.6	12,559.6
Other Appropriated Funds	15,640.9	22,045.4	22,045.4
Other Non-Appropriated Funds	6,447.7	3,745.0	3,745.0
Total	38,745.3	38,950.0	38,350.0
FTE Positions	111.00	120.00	120.00

All dollar amounts are expressed in thousands, as requested by agencies.

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 tribal gaming, event wagering and fantasy sports, 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: ADG is tasked with the regulation of industries that have recently experienced and continue to experience significant changes in the State of Arizona. These changes include the adoption of a new AZ Tribal-State Gaming Compact (which introduced new table games and facilities), the legalization of sports betting in AZ, added federal regulatory oversight of horse racing through the Horseracing Integrity and Safety Authority (HISA), and the potential, upcoming sales of two AZ racetracks. The following five multi-year strategies continue to provide an effective strategic framework to guide the annual prioritization of agency resources:

- 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 Multi-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, implemented new track maintenance requirements, and implemented new standards for scratching horses. 2. Finalized negotiations on the amended Compact. 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. 5. Initiated unarmed combat events breakthrough project. 6. Procured public-facing public records portal.
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. Maintained strong employee engagement results since 2019 (87%, 90%, 89%, and 84%) after significant improvements were achieved in years' prior. 2. Completed an Employee Experience breakthrough project in FY22.

Strategy	FY24 Annual Objectives	Objective Metrics	Annual Initiative
1	Optimize rules, statutes, and financial framework	% complete of EWFS rules project, % complete of racing rules project, # of proposed rule improvements, year-over-year % change in EWFS transaction privilege fee revenue, % complete of legislative needs packet, % complete of appropriation cleanup project	<ol style="list-style-type: none"> 1. Initiate stakeholder-focused EWFS rules project. 2. Initiate rulemaking to update racing rules and comply with HISA preemption. 3. Create unarmed combat sports legislative needs packet. 4. Appropriation Cleanup Project.
1	Decrease racehorse fatalities	% of pre-race exams, % morning workouts observed, % of post-race exams, # of horses added to vet's list, % of horses scratched, # of thoroughbred fatalities per 1,000 starts, # of valid anonymous tips received	<ol style="list-style-type: none"> 5. Expand identification of unsound horses at morning workouts and post-race. 6. Establish anonymous tip line for race track.
1	Emphasize and enhance problem gambling services in response to expanded gaming	% of problem gambling training complete, # of DPG Assessment recommendations/ideas implemented, # of self exclusions, # of treatment provider intakes	<ol style="list-style-type: none"> 7. Develop Problem Gambling training for casino and EWFS employees. 8. Implement recommendations from DPG Assessment.
1	Increase fighter safety in unarmed combat events	% complete of concussion protocol, % of fighters in compliance with concussion protocol, # of weight management trainings complete	<ol style="list-style-type: none"> 9. Establish concussion protocol. 10. Develop or identify weight management education resources.
2	Increase, improve, and standardize communications with Arizona tribes, tribal gaming organizations, and the National Indian Gaming Commission (NIGC)	# stakeholder ideas implemented, % Adherence to the Tribal Communications Plan	<ol style="list-style-type: none"> 11. Create a Tribal Communications Plan that includes an annual conference with all Tribes.
3	Expand and improve online services to stakeholders	% of Applications completed through ADG Connect # of Business Functions performed in legacy systems, % Complete of Tribal Contributions ADG Connect Project, % of Tribal Contributions paid through ADG Connect, % Complete of online notary procurement	<ol style="list-style-type: none"> 12. TGO System Adoption Project. 13. Add EWFS Licensing Module to ADG Connect. 14. Transition Tribal Contribution submissions to ADG Connect. 15. Procure and implement online notary platform.
4	Increase compliance with the statewide records policy	Public Records Request Lead Time, % Complete of Records Audit, # of noncompliant records findings (int)	<ol style="list-style-type: none"> 16. Conduct Records Breakthrough Project.
5	Expand knowledge base of staff and enhance employee experience	% complete of the DEI program, engagement score	<ol style="list-style-type: none"> 17. Create and implement a Diversity, Equity, and Inclusion (DEI) Program. 18. Create an agency Employee Advisory Council.

Issue: Optimize rules, statutes, and financial framework

Description: In order to progress on our multi-year Strategy 1 "Promote Fair and Effective Regulation While Fostering Social Responsibility," we've identified rule and statutory changes that are needed.

Solutions:

1. Initiate stakeholder-focused EWFS rules project.
2. Initiate rulemaking to update racing rules and comply with HISA preemption.
3. Create unarmed combat sports legislative needs packet.
4. Appropriation Cleanup Project.

Issue: Decrease Racehorse Fatalities

Description: In order to progress on our multi-year Strategy 1 "Promote Fair and Effective Regulation While Fostering Social Responsibility," we will be adding a tip line at the race track and increase focus on post race exams as well as observing morning workouts.

Solutions:

5. Expand identification of unsound horses at morning workouts and post-race.
6. Establish anonymous tip line for race track.

Issue: Emphasize and enhance problem gambling services in response to expanded gaming

Description: In order to progress on our multi-year Strategy 1 "Promote Fair and Effective Regulation While Fostering Social Responsibility," due to the expansion of gaming in AZ, demand for problem gambling services will increase.

Solutions:

7. Develop Problem Gambling training for casino and EWFS employees.
8. Implement recommendations from DPG Assessment.

Issue: Increase fighter safety in unarmed combat events

Description: In order to progress on our multi-year Strategy 1 "Promote Fair and Effective Regulation While Fostering Social Responsibility," we've identified ways to increase fighter safety in Boxing/MMA events.

Solutions:

9. Establish concussion protocol.
10. Develop or identify weight management education resources.

Issue: Increase, improve, and standardize communications with our Tribal Gaming stakeholders

Description: Increase, improve, and standardize communications with Arizona tribes, tribal gaming organizations, and the National Indian Gaming Commission (NIGC)

In order to progress on our multi-year Strategy 2 "Strengthen Resource Network," we've identified the need to improve our relationship with Tribal stakeholders

Solutions:

11. Create a Tribal Communications Plan that includes an annual conference with all Tribes.

Issue: Expand and improve online services to stakeholders

Description: In order to progress on our multi-year Strategy 3, "Provide World-Class Customer Experience," we've identified ways to add and improve online services.

Solutions:

12. TGO System Adoption Project.
13. Add EWFS Licensing Module to ADG Connect.
14. Transition Tribal Contribution submissions to ADG Connect.

15. Procure and implement online notary platform.

Issue: Increase compliance with the statewide records policy

Description: In order to progress on our multi-year Strategy 4 "Increase Operational Effectiveness, Compliance, and Efficiency," we've identified ways to improve related to Records policy.

Solutions:

16. Conduct Records Breakthrough Project.

Issue: Expand knowledge base of staff and enhance employee experience

Description: In order to progress on our multi-year Strategy 5 "Develop a World-Class Team," we've identified a need to create programs to help with employee engagement.

Solutions:

17. Create and implement a Diversity, Equity, and Inclusion (DEI) Program.

18. Create an agency Employee Advisory Council.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	122.0	124.0	128.0
General Fund	6,759.6	6,759.6	6,759.6
Other Appropriated Funds	23,668.6	23,803.0	24,829.2
Non-Appropriated Funds	4,113.0	4,590.6	5,163.7

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Certification

Jaclyn Johnson, Director, Department of Gaming
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	1,329.5	2,299.4	2,299.4
Total	1,329.5	2,299.4	2,299.4
FTE Positions	18.00	18.00	18.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide modernized, fast, and high-quality Certification services to stakeholders.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Lead Time to Issue AB Vendor Certification	45.0	30.0	76.0	35.0	35.0
Lead Time to Issue AB Renewal Certification	45.0	30.0	86.0	35.0	35.0
Lead Time to Issue D Vendor Certification	55.0	30.0	64.0	35.0	35.0
Lead Time to Issue D Vendor Renewal Certification	42.0	30.0	82.0	35.0	35.0
Lead Time to Issue New Employee Certification	50.0	30.0	53.0	35.0	35.0
Lead Time to Issue Renewal Employee Certification	50.0	30.0	66.0	35.0	35.0
Lead time to issue temporary vendor certification	10.0	5.0	15.0	10.0	10.0

Agency Summary

Office of the Governor

Phone: () -

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Governor's Office	615,974.4	937,230.0	991,471.8
Total	615,974.4	937,230.0	991,471.8

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	6,082.0	12,339.8	12,339.8
Other Appropriated Funds	(0.0)	0.0	0.0
Other Non-Appropriated Funds	609,892.5	924,890.2	979,132.0
Total	615,974.4	937,230.0	991,471.8
FTE Positions	87.20	113.10	113.10

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Governor's Office of Strategic Planning and Budgeting

Phone: () -

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Office of Strategic Planning and Budgeting	1,423.1	2,733.5	2,733.5
Total	1,423.1	2,733.5	2,733.5

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,423.1	2,733.5	2,733.5
Total	1,423.1	2,733.5	2,733.5
FTE Positions	22.00	22.00	22.00

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Department of Health Services

Jennifer Cunico, Cabinet Executive Officer

Phone: (602) 542-1295

A.R.S. 36-2201 to 36-3855

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administration	24,677.0	25,902.5	29,148.6
Public Health	675,507.8	718,010.2	682,224.6
Arizona State Hospital	97,771.2	98,398.5	109,129.4
Funeral Directors and Embalmers	0.0	0.0	6,781.7
Total	797,956.1	842,311.2	827,284.3

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	143,112.5	166,360.9	171,257.7
Other Appropriated Funds	50,795.2	58,893.7	66,806.0
Other Non-Appropriated Funds	604,048.4	617,056.6	589,220.6
Total	797,956.1	842,311.2	827,284.3
FTE Positions	2,039.26	2,033.55	2,047.55

All dollar amounts are expressed in thousands, as requested by agencies.

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 improve the health of all Arizonans.

Summary of 5 Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Improve Health Outcomes	2018	Enhanced perinatal 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 Data Modernization 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 76% in 2020 to 81% in 2023. 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. Launched implementation teams.

Strategy	FY24 Annual Objectives	Objective Metrics	Annual Initiative
1	Ensure Agreements Reduce Health Disparities	1. Percent of Maternal Mortality milestones completed on time 2. Maternal mortality rate 3. Percent of Health Equity milestones completed on time	Implement the Maternal Mortality Action Plan and Health Equity Action Plan.
	Identify and Address Emerging Health Issues	1. Percent of opioid milestones completed on time 2. Percent of disease case investigations completed within 24 hours 3. Number of ACEs related Emergency Department visits	Implement the Opioid Action Plan. Conduct timely case investigations of infectious disease clusters and outbreaks. Track emergency department visits for children as it relates to monitored ACEs.
	Align Services with Needs of Vulnerable Populations	1. Percent of Fetal Infant Mortality milestones completed on time 2. Percent of individuals contacted by disease investigations successfully referred to at least one community resource	Implement of the Fetal Infant Mortality Action Plan. Offer community resources during disease investigations.
2	Prepare for and respond to Public Health Emergencies	1. Number of Sonora Secretaria de Salud users enrolled in MEDSIS 2. Percent of key staff contacted after initiation of call down protocol 3. Percent of after action report milestones completed on time	Enroll MEDSIS users from Sonora Secretaria de Salud. Monitor calldown response during emergency preparedness after hours calldown drills. Implementation of improvement items identified in After Action Reports
	Promote Healthy Relationships and Non-violent Behavior	1. ASH Civil assaults requiring medical attention and civil assaults not requiring medical attention	Monitor the number of ASH Civil assaults, providing NVCI training, clinical intervention, behavioral and nursing care planning
	Address Quality of Care Issues and Public Health Risks	1. Number of Cottage Food complaints that mention illness, contamination, etc. 2. Number of healthcare providers supported by Primary Care Office programs 3. Percent of high priority licensed facility complaints investigated on time 4. Number of facilities that have not had a compliance survey in the last 365-days 5. Percent of Funeral Board milestones completed on time	Monitor Cottage Food complaints mentioning illness, contamination, etc.. Implement workforce programs to support health care providers including Student Loan Repayment Program, Behavioral Health Loan Repayment Program, J-1 Visa Waiver Program, National Interest Waiver Program. Implement action items to improve response from initial complaint to disposition in licensing facilities. Reduce backlog of compliance surveys. Transition the Funeral Board to ADHS.
	Empower Communities for Healthy and Safe Environments	1. Percent of adult syphilis case interviews completed 2. Percent of suspected overdoses reversed using Naloxone 3. Number of providers enrolled in the Vaccine For Children's Program	Improve the timeliness and quality of syphilis case investigations. Implement actions to distribute naloxone. Implement actions to attract more providers to participate in the Vaccine for Children Program.
3	Mobilize Community Partnerships	1. Number of Tribal Consultations and/or Tribal visits 2. Percent of Ambulance Licensure milestones completed on time 3. Number of rulemakings completed	Increase engagement with Tribal Partners by holding Formal Tribal Consultations and conducting site visits. Implement the Ambulance Licensure Action Plan per HB2609. Engage stakeholders in the rulemaking process.
	Enhance Data Management Capabilities	1. Percent Data Strategy milestones completed on time 2. Processing timelines for procurement actions	Implement the Data Strategy Action Plan. Conduct CQI project in partnership with GTO to decrease procurement processing times.
	Streamline Access to and Enhance Data Quality and Systems	1. Percentage of public health data records submitted on time	Ensure timely reporting of public health data by working with health care providers and laboratories.
4	Recruit and Retain Top Talent	1. Turnover rate for Psychiatric Nurses and Behavioral Health Techs 2. Number of professional development courses completed by team members 3. Percent participants demonstrating improved leadership skills after training	Attract and retain highly skilled and qualified public health professionals by enhancing the training, skills, and performance of team members. Implement leadership development programming.
	Improve coordination and Consistency Across programs	1. Percent of CQI milestones completed on time 2. Percent of shifts (ASH) worked by registry employees	Implement the CQI Action Plan. Attract and retain highly skilled psychiatric nurses and behavioral health technicians at ASH to reduce use of registry employee.
	Prioritize Team Member Health and Well-Being	1. Trauma-Informed Organizational Assessment Score by Key Performance Area 2. Percentage of employees reporting positive engagement	Implement trauma-informed strategies and complete the annual organizational assessment. Promote training and wellness opportunities for team members.
5	Implement Action Items for High-impact Strategies	1. Percent of Arizona Health Improvement Plan (AzHIP) & State Health Assessment (SHA) milestones completed on time	Implement the AzHIP & SHA Action Plans including the new 5-year State Health Assessment and support for the five AzHIP priority Areas: Health Equity, Social Determinants of Health, Mental Well-being, Rural & Urban Underserved Health, and Pandemic Recovery & Resiliency.

Issue: Improve Health Outcomes

Description: To improve health outcomes through identifying and addressing emerging health issues, aligning services to the needs of our vulnerable populations, and ensuring agreements reduce health disparities.

Solutions:

- A.1 Ensure agreements reduce health disparities
- A.2 identify and address emerging health issues
- A.3 Support the State Hospital becoming a Center of Psychiatric Excellence
- A.4 Align services with needs of vulnerable populations

Issue: Promote Public Health & Safety

Description: 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.

Solutions:

- B.1 prepare for and respond to public health emergencies
- B.2 Promote healthy relationships and non-violent behavior
- B.3 Address quality of care issues and public health risks
- B.4 Empower communities for health and safe environments

Issue: Transform and Modernize Public Health Infrastructure

Description: Transform and modernize public health infrastructure by building awareness of public health value; and streamlining access to, and enhancing, data quality and systems.

Solutions:

- C.1 Build awareness of public health value
- C.2 mobilize community partnerships
- C.3 Enhance data management capabilities
- C.4 Streamline access to and enhance data quality and systems

Issue: Foster Team Member Inclusion and Excellence

Description: 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.

Solutions:

- D.1 Recruit and retain top talent
- D.2 Provide opportunities for team member growth and development
- D.3 Improve coordination and consistency across programs
- D.4 Prioritize team member health and well-being

Issue: Implement the Arizona Health Improvement Plan

Description: Implementing the Arizona Health Improvement Plan (AzHIP), a data and community-driven plan to improve the health of all Arizonans.

Solutions:

- E.1 Implement action items for high-impact strategies

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	2,236.3	2,236.3	2,236.3
General Fund	166,766.5	166,766.5	166,766.5
Other Appropriated Funds	63,867.0	63,867.0	63,867.0
Non-Appropriated Funds	156,409.6	156,409.6	156,409.6
Federal Funds	432,614.4	432,614.4	432,614.4

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Administration

Jennie Cunico, 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	12,770.3	13,229.0	14,440.7
Other Appropriated Funds	11,906.8	12,673.5	14,707.9
Total	24,677.0	25,902.5	29,148.6
FTE Positions	181.11	181.11	195.11

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To Foster Team Member Inclusion and Excellence

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
AzHIP Milestones Completed On Time	9	15	15	80	80
Immunizations Plan Action Items	77	40	38	N/A	N/A
Number of Culture Plan Action Items Completed	9	63	57	N/A	N/A
Number of Opioid Deaths	6,062	4,006	3,836	4,006	4,006
Percent of AzHIP Action Items Completed On Time	0	0	15	80	80
Percent of communicable and infectious disease lab reports submitted electronically.	96%	100%	N/A	N/A	N/A
ASH Performance Audit Score	91%	100%	92%	100%	100%
Percent of Complaints Initiated On Time	70%	100%	88%	100%	100%
Immunization rate among 2-year old children	0	0	90	90	90
AzHIP 2021-2025 Milestones Completed On Time	9	19	15	80	80
Adverse Childhood Experiences Plan Action Items	3	8	7	N/A	N/A
Maternal Mortality Plan Action Items	14	18	15	80	80
Opioid Plan Action Items	13	8	8	80	80

Goal: To Transform and Modernize Public Health Infrastructure

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Data Modernization Plan	21	24	9	N/A	N/A
Number of Opioid Deaths	3,031	2,003	1,918	N/A	N/A
Percent of COVID-19 recovery action items completed on time	2	18	14	N/A	N/A
Percent of Suspect Emerging Disease Cases Included in the Epidemiological Surveillance Program	100%	100%	N/A	N/A	N/A
Rate of Assaults per 1,000 Patient Days	10.56	4.14	9.50	N/A	N/A
Recruitment Plan Action Items Completed on Time	18	37	23	N/A	N/A
Sexually Transmitted Infection Breakthrough Plan Action Items	12	6	6	N/A	N/A

Program Summary

Public Health

Sheila Sjolander, Public Health Services Deputy Director
Phone: (602) 542-2818

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. The subprograms enhance collection, analysis, and dissemination of public health data; build and project public health infrastructure that detect, control, and protect Arizonans from infectious and environmental threats and enhance the state's ability to respond to emergencies; improve Arizona's health outcomes by preventing disease and increasing access to care; strengthen the family and community by promoting and improving health status through leadership, collaboration, and partnership; and recognize, invoice, and communicate with public health constituencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	36,182.7	58,529.2	50,579.6
Other Appropriated Funds	35,276.8	42,424.4	42,424.4
Other Non-Appropriated Funds	604,048.4	617,056.6	589,220.6
Total	675,507.8	718,010.2	682,224.6
FTE Positions	1,050.01	1,044.30	1,044.30

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Public Health

Sheila Sjolander, Public Health Services Deputy Director
Phone: (602) 542-2818

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. The subprograms enhance collection, analysis, and dissemination of public health data; build and project public health infrastructure that detect, control, and protect Arizonans from infectious and environmental threats and enhance the state’s ability to respond to emergencies; improve Arizona’s health outcomes by preventing disease and increasing access to care; strengthen the family and community by promoting and improving health status through leadership, collaboration, and partnership; and recognize, invoice, and communicate with public health constituencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	5,731.7	12,545.5	15,860.0
Other Appropriated Funds	25,448.0	28,154.6	28,154.6
Other Non-Appropriated Funds	604,048.4	616,992.6	589,220.6
Total	635,228.0	657,692.7	633,235.2
FTE Positions	1,020.94	1,011.73	1,011.73

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To Improve Health Outcomes

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Outbreak & Cluster Response	0%	0%	New	95%	95%
Folic Acid Distribution	0	0	New	25,000	25,000

Goal: To Promote Public Health & Safety

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
High Priority Intake Investigations	0%	0%	New	100%	100%

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	94,159.5	94,602.7	104,602.7
Other Appropriated Funds	3,611.7	3,795.8	4,526.7
Total	97,771.2	98,398.5	109,129.4
FTE Positions	808.15	808.15	808.15

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Arizona State Hospital

Michael 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	0.0	10,000.0
Other Appropriated Funds	0.0	0.0	730.9
Total	0.0	0.0	10,730.9

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To Improve Health Outcomes

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Arizona State Hospital Turnover Rate	15.3	10.0	16.8	N/A	N/A

Goal: To Promote and Support Public Health and Safety

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Civil Assault Count - No Injury Noted	0	0	New	40	40
Civil Assault Count - Medical Attention Required	0	0	New	2	2

Goal: To Foster Team Member Inclusion and Excellence

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Staff Turnover - Psychiatric Nurses	0%	0%	New	20%	20%
Staff Turnover - Behavioral Health Technicians	0%	0%	New	25%	25%

Program Summary

Funeral Directors and Embalmers

Tom Salow, Public Health Licensing Assistant Director

Phone: (602) 542-6383

A.R.S. § 32-1307

Mission:

To protect the health and safety of Arizonans by providing information, establishing standards, and licensing and regulating health and child care services.

Description:

The ADHS Division of Licensing Services licenses and monitors health and child care facilities and providers throughout Arizona. Licensing inspections, on-site surveys, and complaint investigations are conducted to promote quality care and safety and ensure that performance standards are met for facility operation and maintenance.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	0.0	1,634.7
Other Appropriated Funds	0.0	0.0	5,147.0
Total	0.0	0.0	6,781.7

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Licensing and Regulation

Tom Salow, Public Health Licensing Assistant Director

Phone: (602) 542-6383

A.R.S. § 32-1307

Mission:

To protect the health and safety of Arizonans by providing information, establishing standards, and licensing and regulating health and child care services.

Description:

The ADHS Division of Licensing Services licenses and monitors health and child care facilities and providers throughout Arizona. Licensing inspections, on-site surveys, and complaint investigations are conducted to promote quality care and safety and ensure that performance standards are met for facility operation and maintenance.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	0.0	1,634.7
Other Appropriated Funds	0.0	0.0	5,147.0
Total	0.0	0.0	6,781.7
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To Transform & Modernize Public Health Infrastructure

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Funeral Board Transition Milestones	0%	0%	New	80%	80%

Agency Summary

Governor's Office of Highway Safety

JM Torrez, Cabinet Executive Officer

Phone: (602) 255-3216

A.R.S. § 28-602

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.

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Governor's Office of Highway Safety	17,409.0	16,140.8	16,140.8
Total	17,409.0	16,140.8	16,140.8

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	17,409.0	16,140.8	16,140.8
Total	17,409.0	16,140.8	16,140.8
FTE Positions	11.50	13.50	13.50

All dollar amounts are expressed in thousands, as requested by agencies.

Vision: Federal, State and local agencies, and Law Enforcement unified as safety partners, all working together toward zero (0) fatalities on Arizona roadways.

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	Street racing, speeding, aggressive and reckless driving education and awareness.	2020	<ul style="list-style-type: none"> • Using our speed enforcement task forces, we educate the public on the dangers and risks associated with speeding and street racing through warnings and citations.
2	Distracted driving Impaired 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 • Established media campaign with The National Safety Council to increase awareness. • Increase DRE evaluations/reporting with new tablets issued.
3	Motorcycle safety training	2022	<ul style="list-style-type: none"> • Educate the public on motorcycle safety, through the "Famous Last Words" campaign with Cox media • Received a Telly Award for the Cox media "Famous Last Words" Campaign • Support & Funding for additional training classes with Law Enforcement and AMSAF.
4	Pedestrians\bicycle education and awareness to reduce fatalities, Rollout Public Engagement Events In regard to Prop 207 (Legalization of Marijuana)	2023	<ul style="list-style-type: none"> • 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. • Produced a media campaign with The National Safety Council "Driving High is still a DUI"
5	Unrestrained Driver and Passenger Fatalities, Rollout Public Engagement Events	2024	<ul style="list-style-type: none"> • Completed the "Click it or Ticket" 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. • Launch strategic events to engage with under served and over populated areas in Arizona and survey critical issues. • Implement task forces with GOHS's safety partners to relieve issues that were revealed from the surveys taken.

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
#1	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.
#2	Reduce Distracted Driving Reduce and Minimize Impaired Driving Fatalities	<ul style="list-style-type: none"> Number of citations Number of DUI arrests Number of traffic stops Number of officers trained 	<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 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
#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 Expand Public Engagement events statewide for Pedestrians and Bicyclist
#5	Reduce 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 "Click it or Ticket" and "Buckle Up, It's the Law" enforcement/educational campaigns Increase the number of child safety seat installations/inspection stations Expand Public Engagement events statewide for Occupant Protection

5 Year Plan

Issue: Street racing, speeding, aggressive and reckless driving education and awareness.

Description: Street racing, speeding, aggressive and reckless driving education and awareness.

Solutions:

Using our speed enforcement task forces, we educate the public on the dangers and risks associated with speeding and street racing through warnings and citations.

Issue: Distracted driving Impaired driving

Description: Distracted driving Impaired driving

Solutions:

Law Enforcement agencies are now reporting their distracted driving citation numbers in their efforts to decrease distracted driving on the roads and highways

Established media campaign with The National Safety Council to increase awareness.

Increase DRE evaluations/reporting with new tablets issued.

Issue: Motorcycle safety training

Description: Motorcycle safety training

Solutions:

Educate the public on motorcycle safety, through the “Famous Last Words” campaign with Cox media

Received a Telly Award for the Cox media "Famous Last Words" Campaign

Support & Funding for additional training classes with Law Enforcement and AMSAF.

Issue: Pedestrians\bicycle education and awareness to reduce fatalities, Rollout Public Engagement Events

Description: Pedestrians\bicycle education and awareness to reduce fatalities, Rollout Public Engagement Events In regards to Prop 207

(Legalization of Marijuana)

Solutions:

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.

Produced a media campaign with The National Safety Council “Driving High is still a DUI”

Issue: Unrestrained Driver and Passenger Fatalities, Rollout Public Engagement Events

Description: Unrestrained Driver and Passenger Fatalities, Rollout Public Engagement Events

Solutions:

Completed the “Click it or Ticket” 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.

Launch strategic events to engage with underserved and over populated areas in Arizona and survey critical issues.

Implement task forces with GOHS's safety partners to relieve issues that were revealed from the surveys taken.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	14.0	14.0	14.0
Federal Funds	14,000.0	14,000.0	14,000.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To reduce street racing or reduce speeding, aggressive and reckless driving.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of citations	0	0	299,065	301,000	302,000

Goal: To reduce distracted driving and minimize impaired driving fatalities.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of citations	0	0	19,394	19,494	19,594
Number of DUI arrests	0	0	29,586	30,000	30,100
Number of traffic stops	0	0	1,195,048	1,200,000	1,220,000
Number of officers trained	0	0	1,627	1,700	1,750

Goal: To reduce motorcycle fatalities.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of fatalities	0	0	80	64	78

Goal: To reduce pedestrian and bicyclist fatalities.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of fatalities	0	0	302	253	296

Goal: To reduce unrestrained driver and passenger fatalities.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Annual seat belt rate	0%	0%	87.0%	89.5%	89.0%
Number of installations	0	0	5,095	5,195	5,295

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Arizona Historical Society	4,234.3	4,564.0	6,013.2
Total	4,234.3	4,564.0	6,013.2

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	3,208.1	3,045.8	3,045.8
Other Appropriated Funds	634.0	0.0	1,449.2
Other Non-Appropriated Funds	392.1	1,518.2	1,518.2
Total	4,234.3	4,564.0	6,013.2
FTE Positions	50.90	50.90	50.90

All dollar amounts are expressed in thousands, as requested by agencies.

Issue: 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: 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.

Strategy 2.8 Optimize AHS staff time by providing the necessary IT resources and skills (infrastructure, hardware, software, and training) to do their jobs.

Objective 2.8.1 Identify in-house staff to officially handle some IT tasks and external resources to handle other tasks.

Objective 2.8.2 Evaluate training needs.

Objective 2.8.3 Develop and prioritize IT needs list.

Issue: 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 (e.g., publications, programs, exhibitions, events, and 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.

Objective 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 history and 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: 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: 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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	55.0	56.0	56.0
Other Appropriated Funds	4,663.9	4,768.4	4,768.4
Non-Appropriated Funds	1,532.0	1,657.0	1,791.9
Federal Funds	30.0	30.0	30.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Make AHS the most trusted authority on Arizona history.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of museum visitors and researchers	0	18,500	4,172	4,500	5,000
Number of volunteer hours	0	2,650	1,063	3,000	3,500
Public program attendance	0	10,000	10,000	10,000	15,000
website and social media users, reach and followers analytics	0	26,268	409,374	400,000	450,000

Goal: Enhance AHS’ capacity to collect, preserve, interpret, and disseminate Arizona’s history.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
increase earned various incomes	0	1,145,000	185,091	200,000	200,000

Goal: Develop experiences that are meaningful and relevant to today’s audiences.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
improve collections accessibility	0	139,495	1,285,000	1,285,000	1,285,000
Number of Journal of Arizona History downloads.	0	37,569	40,128	41,000	42,000

Goal: Establish AHS as a strong, recognizable brand.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
improve quality of collections	0	200	60	60	60

Goal: Enhance financial resources to advance AHS’ mission and ensure long-term sustainability and growth.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Museum visitation	0	16,000	24,233	30,000	40,000

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Sharlot Hall Museum	1,942.6	2,089.6	2,089.6
Total	1,942.6	2,089.6	2,089.6

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,016.0	1,015.1	1,015.1
Other Non-Appropriated Funds	926.6	1,074.5	1,074.5
Total	1,942.6	2,089.6	2,089.6
FTE Positions	22.00	22.00	22.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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:

- 1) Maximize the utilization of the new education facility for presentation, festivals, lectures, training, demonstrations, and related educational and cultural activities.
- 2) Continue to implement and improve the Museum's education plan, with increased emphasis on school tours and youth-oriented activities.
- 3) Explore opportunities to expand the Museum's collections, including its archival materials.
- 4) Develop a plan designed to increase public awareness of the research opportunities offered by the Museum's Library & Archives.
- 5) Evaluate and implement, as appropriate, opportunities to utilize technology in new and existing exhibits.

Issue: 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: 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: 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: 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; and
- Develop partnerships with corporate parties.

Issue: Human Resources

Description: Continue to build a strong team with loss of several staff including Executive director.

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.

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To increase museum visitation annually.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of people served (includes museum, festival, and theatre attendees; and researchers)	26,500	28,000	28,500	30,000	32,000
Percent of museum clients pleased with service	99	99	99	99	99
Number of volunteer hours	26,500	28,000	29,100	30,000	31,000
Number of museum researchers	2,700	2,800	2,870	3,000	3,100
Number of website unique visitors	540,000	600,000	520,000	660,000	680,000

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Capital campaign dollars raised to build new square footage (in thousands)	0	0	0	0	0
Increase in number of dues-paying members	1,000	0	720	750	800

Goal: To increase the private, non-state funding support for expansion and operations

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Dollars of supplemental non-state funds per annum in thousands	699	1,100	925	1,150	1,075

Agency Summary

Department of Homeland Security

Susan Dzbanko, Cabinet Executive Officer

Phone: (602) 319-8837

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

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Homeland Security	46,093.7	47,619.4	51,402.9
Total	46,093.7	47,619.4	51,402.9

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	11,627.2	11,000.0	11,399.1
Other Appropriated Funds	9,617.6	11,619.4	15,003.8
Other Non-Appropriated Funds	24,848.9	25,000.0	25,000.0
Total	46,093.7	47,619.4	51,402.9
FTE Positions	38.00	38.00	49.00

All dollar amounts are expressed in thousands, as requested by agencies.

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 2024 will be: to comply with all grant guidelines including obligating funds within 45 days of receipt of the 2023 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 725,588.50 hours of law enforcement overtime, 249,092 vehicle stops, and 7877 apprehensions in an effort to secure our border AZDOHS has monitored 1,695 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) and opening of the Cyber Command Center at the Arizona Counter Terrorism Information Center (ACTIC) in 2021 Expansion of Statewide Cyber Readiness Program to serve 222 local government entities, K-12 school districts, and tribal nations providing The Arizona-Information Sharing Analysis Center (AZ-ISAC) now bringing together over 570 members from cities, counties, K-12 school districts, state agencies, federal partners, other states to share cyber information All 15 counties were collaborating and communicating with each other through AZ-ISAC and shared communication platform during 2022 Elections Coordinated incident response efforts through AZ-ISAC and shared communication platform when email systems were compromised
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 8.93 calendar days, in order to minimize stakeholder capital outlay (79% reduction)
4	Develop the Cybersecurity workforce	2024	<ul style="list-style-type: none"> Five cybersecurity interns hired within AZDOHS and more across the state agencies Meeting with community colleges and the Universities to discuss curriculum and workforce development initiatives Participate in the Phoenix Chamber Foundation Workforce Development Collaborative

Strategy #	FY24 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 Complete Sunset Review in fall 2023
#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"> State Agencies maintain a cybersecurity risk score of 725 or greater # of agency risk assessments completed % of enterprise security tool deployment and utilization # of IOC's shared with SLTT partners # of participants in the Statewide Cyber Readiness Program 	<ul style="list-style-type: none"> Increase enterprise cybersecurity tool adoption and maturity within the State Agencies Continue deployment of cyber tools through the Statewide Cyber Readiness Program, specifically targeting K-12 schools Continue to mature AZ-ISAC processes, governance, and grow membership Review and revitalize ESPAC membership and processes Support DEMA and ADOA initiatives to improve cybersecurity of the State
#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
#4	Explore ways to develop and provide workforce opportunities for K-12, 2YR, 4YR and non-traditional students	<ul style="list-style-type: none"> # of attendees at hosted events # of events hosted # of student attendees # of volunteers # of community partners attendees # of higher education institutions exhibitors 	<ul style="list-style-type: none"> Continuously build the cybersecurity ecosystem with education and community partners to increase number of individuals entering the cybersecurity workforce Launch Girls in Cyber Event for middle and high school girls as a workforce development initiative to increase number of girls and women in cybersecurity Conduct tabletop exercises with high school and college students Collaborate with Community Colleges and Universities on Workforce Development efforts and Regional cybersecurity support

Arizona Cybersecurity Program Components



Cyber Command

AZ-ISAC

Cyber Joint Task Force

Statewide Cyber Readiness Program

Statewide Security Operations Center

Statewide security and privacy policies/standards

Enterprise Cybersecurity Tools Support

Program Management

Statewide Perspective

Fusion Center Integration (ACTIC)

Threat Intelligence Platform

Slack Workspace

Monthly Threat Briefing and Newsletter

DEMA Cyber Joint Task Force Coordination

Collaboration with Federal partners

Penetration testing & vulnerability assessments

Defensive strategy development and implementation

Participation in national and state training exercises

Information and intelligence sharing across the whole of government

Provide post-attack cyber incident response, forensic analysis and recovery assistance to state and local agencies

Develop cyber aptitude tests and skills training, threat identification methods and procedures

Conduct Defensive Cyber operations for State agencies and critical infrastructure partners

Provide State Enterprise cybersecurity tools to SLTT and K-12 Schools

- Anti-Phishing / Security Awareness Training (SAT)
- Advanced Endpoint Protection (AEP)
- Multi-Factor Authentication (MFA)
- Web Application Firewall (WAF)
- Converged Endpoint Management (XEM)
- Security Assessments

Issue: Issue 1

Description: ISSUE 1 – MAINTAINING THE SAFETY AND SECURITY OF ARIZONA’S RESIDENTS WITH POTENTIALLY FURTHER 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.

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 2023 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.

Issue: Issue 2

Description: ISSUE 2 – SUSTAINING THE VIABILITY OF THE AZDOHS WITH POTENTIALLY FURTHER 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.

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 36.9% due to the increase in Operation Stonegarden and Non Profit Grant funding. 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:

STRATEGY TO ADDRESS ISSUE 2 – 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.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	35.0	35.0	35.0
General Fund	10,000.0	10,000.0	10,000.0
Other Appropriated Funds	11,500.0	11,500.0	11,500.0
Federal Funds	32,000.0	32,000.0	32,000.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To effectively manage homeland security grant funds

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Operation Stonegarden Apprehensions	6,816	7,000	7,877	8,000	8,000
Operation Stonegarden OT Hours	534,888	550,000	725,589	750,000	750,000
Operation Stonegarden Vehicle Stops	183,580	200,000	249,092	250,000	250,000

Goal: To provide strategic direction and improve regional collaboration on homeland security issues within Arizona

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Projects Monitored	218	250	220	250	250
Projects Reallocated	54	65	42	50	50
Reimbursement Process Improvements	10.1	10.0	8.9	9.0	9.0
Drawdown Rate	99	99	99	99	99
Federal allocation compliance rate	100	100	100	100	100
Funding Reallocated	2,400,000	2,700,000	1,860,000	2,000,000	2,000,000

Goal: To create a more efficient Department

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
# of Administrative Rules Improved or Repealed	0	0	0	0	0
# of Agency FTE Count	30	35	35	35	35
# of Breakthroughs Achieved	0	0	0	0	0
# of Regrettable Attrition	2	2	2	2	2
Phishing Click Rate	6	6	5	6	6
To Maintain or Improve the States' cybersecurity risk score	725	725	715	725	725
% of Services Online	33.0	33.0	33.0	33.0	33.0

Agency Summary

Board of Homeopathic and Integrated Medicine Examiners

David Geriminsky, Executive Director
Phone: (602) 542-8154
A.R.S. 32-2901

Mission:

To protect the public health, safety, and welfare of Arizona citizens by examining, licensing, and regulating homeopathic physicians and medical assistants.

Description:

The Board of Homeopathic and Integrated Medicine Examiners regulates the practice of homeopathic medicine in Arizona. The Board reviews and examines the education, experience, and background of applicants to determine whether they possess the qualifications required by law to practice homeopathic medicine and any of the subspecialties within the scope of practice. The Board conducts investigations into complaints against physicians and holds hearings, taking disciplinary action as necessary to protect the public safety. The Board also registers homeopathic medical assistants that work under the direct supervision of licensed homeopathic physicians.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	51.3	61.4	61.4
Total	51.3	61.4	61.4

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	51.3	61.4	61.4
Total	51.3	61.4	61.4
FTE Positions	1.00	1.00	1.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Complete rulemaking for doctor of homeopathy rules and prepare written examination

Description: Proposed rules have been drafted to provide a framework for interested and qualified individuals seeking to obtain a license as a Doctor of Homeopathy (D.H.).

Solutions:

An exemption to rulemaking moratorium was granted in January 2016. The Board must complete rulemaking process with particular emphasis on procedures relative to foreign trained applicants and delineating the amount of science credits that will be accepted to meet this particular educational criteria. However, the Board is currently researching whether the qualifications for licensure need to be modified to align more closely with those found in other states and with the education currently available to qualified applicants.

Issue: Seek legislative change to clarify statutes and reduce burdensome regulation

Description: The Board has identified several statutes which are either no longer necessary or should be modified to reduce regulatory burdens while still protecting the public health safety and welfare.

Solutions:

Draft legislation to meet the already identified shortcomings in statute and identify sponsors.

Identify key stakeholders and be sure the public and licensees have input in the process.

Issue: E-licensing implementation and alignment with fellow boards and commissions

Description: In concert with the expressed goals of the Arizona Department of Administrations Strategic Enterprise Technology Office (ADOA-ASET), the Board would explore alignment with other boards and commissions to implement E-licensing. The Governor has expressed interest in a data systems initiative designed to automate and create paperless, on-line solutions to assist applicants, customers and stakeholders to access information more quickly. The Board is supportive of such efforts, although significant hurdles exist.

Solutions:

Two key components would have to merge for the Board to be part of this initiative:

- 1) Sufficient and ongoing additional funding and actual revenue;
- 2) An innovative method by which the Board would be allowed to participate in the initiative given the small number of current and prospective licensees that would benefit.

With the approval of the legislature, the Board may wish to consider a method to pay back the initial costs of implementing the system. This may include an ongoing agreement to reimburse the general fund for any loan that may be provided to implement the system. However, the Board is researching additional options for replacing the current, ageing, access database it now uses which may be more financially responsible.

Issue: Coordinate services with other state agencies to reduce expenditures

Description: In an effort to reduce expenditures and remain financially stable the Board has cooperated administrative functions with the Board of Acupuncture. This relationship should be formalized in statute.

Solutions:

The Board has entered into an ISA with the Acupuncture Board of Examiners. This agreement combines the administrative functions and staffing of the two agencies. The Board plans to pursue legislative change to combine the administrative functions of the agencies and provide clear direction for how the relationship should operate. This should be similar to the Medical Board and Physicians Assistants Board.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	1.0	1.0	1.0
Other Appropriated Funds	65.0	65.0	65.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To issue, renew, or deny applications and renewals for licenses, permits, and registrations in a timely manner.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Applications denied/tabled/withdrawn	N/A	N/A	0	0	0
Applications received (includes physicians, assistants, and dispensing permits filed with an initial application)	N/A	N/A	0	0	0
Average number of days from receipt of completed application to issuance or denial of license/registration	N/A	N/A	0	0	0
Licenses eligible for renewal (physicians, dispensing permits, and medical assistants)	N/A	N/A	0	0	0
New licenses issued (physicians and medical assistants and dispensing permits)	N/A	N/A	0	0	0
Number of licenses renewed	N/A	N/A	0	0	0

Goal: To receive, investigate, and adjudicate complaints consistent with the performance objectives of the board.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average number of days per investigation from start to final adjudication	N/A	N/A	0	0	0
Complaints dismissed, no jurisdiction or no violation	N/A	N/A	0	0	0
Complaints resolved by mutual consent (review level)	N/A	N/A	0	0	0
Complaints resolved by taking disciplinary action against licensee (includes Suspension and Consent agreements)	N/A	N/A	0	0	0
Complaints resolved through informal interview or formal proceedings	N/A	N/A	0	0	0
Number of complaints or inquiries received	N/A	N/A	0	0	0
Percent of closed investigations resulting in formal action-includes LOC; referrals to County authorities	N/A	N/A	0	0	0
Percent of complaints resolved within 180 days.	N/A	N/A	0	0	0
Percent of licensees with disciplinary action	N/A	N/A	0	0	0
Probation (includes administrative probation at issuance of license)	N/A	N/A	0	0	0
Suspension/Revocation	N/A	N/A	0	0	0
Total number of investigations conducted	N/A	N/A	0	0	0

Goal: To collect, update, and deliver information in a timely manner concerning licensees' location, practice modalities, and status for the public record.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of days to update web page, starting from board meeting or approval of minutes from previous meeting	N/A	N/A	0	0	0
Percent of information inquiries responded to within 24 hours	N/A	N/A	0	0	0

Agency Summary

House of Representatives

Phone: () -

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
House of Representatives	13,880.2	23,951.5	23,951.5
Total	13,880.2	23,951.5	23,951.5

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	13,880.2	23,951.5	23,951.5
Total	13,880.2	23,951.5	23,951.5
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Arizona Department of Housing

Joan Serviss, Cabinet Executive Officer

Phone: (602) 771-1007

A.R.S. § 41-3951 to 41-4065

Mission:

Providing quality affordable housing, safe manufactured buildings, and community revitalization to benefit all Arizonans.

Description:

The Arizona Department of Housing is a cabinet-level agency created in 2002 by the State legislature to serve as the State's primary agency to address housing issues. Primarily funded through Federal resources and fees, the agency administers and allocates housing and community development resources, serves as the state Public Housing Authority and Performance-Based Contract Administrator, and regulates Arizona's manufactured housing and building industry.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
	0.0	46,900.0	46,900.0
Department of Housing	288,972.8	350,195.6	372,003.9
Total	288,972.8	397,095.6	418,903.9

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	46,900.0	88,800.0
Other Appropriated Funds	22,245.0	150,371.1	200,601.1
Other Non-Appropriated Funds	266,727.8	199,824.5	129,502.8
Total	288,972.8	397,095.6	418,903.9
FTE Positions	82.00	88.00	88.00

All dollar amounts are expressed in thousands, as requested by agencies.

Vision: An Arizona with safe, inclusive, livable communities and affordable housing options for all.

Mission: Providing quality affordable housing, safe manufactured buildings, and community revitalization to benefit all Arizonans.

Agency Description: The Arizona Department of Housing is a cabinet-level agency created in 2002 by the State legislature to serve as the State’s primary agency to address housing issues. Primarily funded through Federal resources and fees, the agency administers and allocates housing and community development resources, serves as the state Public Housing Authority and Performance-Based Contract Administrator, and regulates Arizona’s manufactured housing and building industry.

Executive Summary: The Department’s focus for FY2024 is to: 1) **Maximize efficiency** to meet the housing insecurity challenges our state faces. To do this, the Department will invest in housing that is shovel-ready and programs that provide the quickest occupancy solutions; 2) **Marshall resources** by utilizing every available housing investment to its fullest, and by leveraging public-private partnerships, including with the state’s Industrial Development Authorities and the state’s business and philanthropic sector - all while remaining transparent, accountable, responsive and nimble; 3) **Collaborate** with our fellow state agencies and homeless service providers and housing development sector through the Governor’s new Interagency and Community Council on Homelessness and Housing and continue to engage with our stakeholders to improve the affordable housing landscape in our state; 4) **Couple innovation with what’s tried and true** by embracing new housing technologies like 3D printed homes while also revitalizing the modular housing of yesteryear as an affordable housing typology to meet today’s housing crisis; and 5) **Explore flexibilities** with the resources the Department stewards that are underutilized while also ensuring the Department’s regulatory framework is upheld for the safety and security of Arizonans seeking safe and affordable homes.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Increase affordable housing opportunities	2023	<ul style="list-style-type: none"> 7,300 units funded with 9% and 4% Federal LIHTC 538 units funded with State LIHTC Affordable Housing NOFA’s Released – HOME, National Housing Trust Funds, State Housing Trust Funds Awarded 84 additional Veteran-only (VASH) Housing Choice Vouchers, which more than doubled the size of the PHA in the last 5-years from 149 to 328 Housing Choice Vouchers
2	Reduce Homelessness	2021	<ul style="list-style-type: none"> HTF Capacity grants awarded to all 13 Balance of State (BoS) counties adding 15 Full Time Employees for BoS outreach, coordination and housing supports; provided over 90 BoS rapid rehousing placements in BoS Local Coalition to End Homelessness (LCEHs) established in 100% of BoS Counties; HUD Rural NOFO award will add services in three rural counties; 11% reduction in unsheltered homelessness (2023 PIT) Acquired 3 hotels for rehab into transitional bridge housing, adding 153 non-congregate housing units. Awarded funding for a 4th hotel acquisition of additional 35 units with Close of Escrow estimated in early SFY24 46 Emergency Housing Vouchers (specifically for homeless) are currently issued and searching for housing or leased up in Yavapai County Prevented foreclosure for 5,970 Households via the Homeowner Assistance Fund (HAF) Program
3	Improve low income communities	2018	<ul style="list-style-type: none"> Improved 722 low income owner occupied housing units through weatherization or rehabilitation with 243 (or 34%) of those units being Manufactured Housing Increased Payment Standard to 120% for all Veteran-only (VASH) Housing Choice Vouchers, improving the success rate and the communities wherein Veterans reside
4	Enhance agency practices to align with business needs	2020	<ul style="list-style-type: none"> Reduced installation permit turnaround time from 7 business days to 3-4 business days. This reduction allows for the expeditious lending and installation of mobile homes, manufactured homes and factory-built buildings Reengineered the Manufactured Housing and Building Division customer portal to allow users to obtain real-time status of license/permit applications. Renewals, extensions and status queries no longer require the assistance of division staff and can be performed independently based on the needs of the customer Implemented and utilized electronic signatures, quick response (QR) codes in PHA advertising, and online PHA applications

Strategy	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
1.	<ul style="list-style-type: none"> Incentivize the development of affordable housing statewide, including prioritizing shovel ready projects 	<ul style="list-style-type: none"> # of units created statewide Length of time between commitment of funding to commencement of construction 	<ul style="list-style-type: none"> Outreach with stakeholders & finalize the 2024-25 Qualified Action Plan (QAP) Outreach with stakeholders and release a Notice of Funding Availability (NOFA) for State Housing Trust Funds Continue collaboration with housing stakeholders including jurisdictions and developers Provide housing data to local decision makers to create affordable housing in their communities
	<ul style="list-style-type: none"> Increase affordable housing opportunities through efficient utilization of new and existing voucher allocations 	<ul style="list-style-type: none"> # of Housing Choice Vouchers issued # of VASH vouchers issued % increased EHV utilization 	<ul style="list-style-type: none"> Issue all available Housing Choice Vouchers (HCV) from the Waiting List opening and lottery process Increase collaboration and communication with the VA to increase VASH utilization Hold an additional 4 (minimum) collaboration meetings with Continuum of Cares (CoC) to double lease-ups (utilization) of Emergency Housing Vouchers (EHV) Maximize utilization of voucher assistance provided by the Department
2.	<ul style="list-style-type: none"> Increase quick occupancy housing solutions and supportive services for persons experiencing homelessness 	<ul style="list-style-type: none"> # of transitional housing beds # of persons served 	<ul style="list-style-type: none"> Leverage Federal and State Funds for the acquisition/rehabilitation of facilities to provide shelter and transitional housing beds for persons experiencing homelessness Continue to fund grant program for cities, towns and counties for homeless services programs designed to address unsheltered homelessness Support the development of units for homeless youth
	<ul style="list-style-type: none"> Enhance Homeless Programs and Services in the Balance of State (BOS) 	<ul style="list-style-type: none"> # of shelter beds/units # of persons served 	<ul style="list-style-type: none"> Increase shelter capacity across Balance of State and ensure all counties have Emergency Shelter capacity Continue to make investment in Local Coalitions to end Homelessness (LCEH) capacity building
	<ul style="list-style-type: none"> Breakthrough – Operationalize the Governor's Interagency and Community Council on Housing and Homelessness (GICCHH) 	<ul style="list-style-type: none"> # of GICCHH meetings held during quarter Establish workgroups and action items to create a statewide plan with performance metrics 	<ul style="list-style-type: none"> Staff the GICCHH and its work groups/subcommittees, including agenda setting, meeting minutes, and calendar invites Provide technical assistance to the GICCHH and its work groups/subcommittees including research and data collection, correspondence, and presentations Collate and share policy recommendations gathered internally by ADOH staff to advance the outcomes of the GICCHH
3.	<ul style="list-style-type: none"> Increase production and number of sub-standard housing receiving rehabilitation or weatherization improvements 	<ul style="list-style-type: none"> # units rehabbed and/or weatherized # of Sub-standard manufactured housing improved 	<ul style="list-style-type: none"> Increase production of weatherized units by 20% Expansion of housing rehabilitation programs statewide Coordinate and implement best practices and policies for improved statewide delivery of weatherization services
4.	<ul style="list-style-type: none"> Improvements to modular building and manufactured housing process and procedures 	<ul style="list-style-type: none"> # of days for plan review % of completion for Salesforce implementation 	<ul style="list-style-type: none"> Reduce plan review turnaround time Implement a HUD provision for consumer protection for retailers lots Complete Salesforce implementation
	<ul style="list-style-type: none"> Upgrade agency's public website to improve navigation and accessibility 	<ul style="list-style-type: none"> % of project completion 	<ul style="list-style-type: none"> Through continuous improvement and utilizing the latest web platform, the agency shall fine-tune its website to improve navigation, user experience, and data/content accessibility

5 Year Plan

Issue: Increase Affordable Housing Opportunities

Description: Incentivize the development of affordable housing statewide, including prioritizing shovel ready projects. Increase affordable housing opportunities through efficient utilization of new and existing voucher allocations.

Solutions:

- 1.1 Outreach with stakeholders & finalize the 2024-25 Qualified Action Plan (QAP).
- 1.2 Outreach with stakeholders and release a Notice of Funding Availability (NOFA) for State Housing Trust Funds.
- 1.3 Continue collaboration with housing stakeholders including jurisdictions and developers.
- 1.4 Provide housing data to local decision makers to create affordable housing in their communities.
- 1.5 Issue all available Housing Choice Vouchers (HCV) from the Waiting List opening and lottery process.
- 1.6 Increase collaboration and communication with the VA to increase VASH utilization.
- 1.7 Hold an additional 4 (minimum) collaboration meetings with Continuum of Cares (CoC) to double lease-ups (utilization) of Emergency Housing Vouchers (EHV).
- 1.8 Maximize utilization of voucher assistance provided by the Department.

Issue: Reduce Homelessness

Description: Increase quick occupancy housing solutions and supportive services for persons experiencing homelessness. Enhance Homeless Programs and Services in the Balance of State (BOS).

Breakthrough-Operationalize the Governor's Interagency and Community Council on Housing and Homelessness (GICCHH).

Solutions:

- 2.1 Leverage Federal and State Funds for the acquisition/rehabilitation of facilities to provide shelter and transitional housing beds for persons experiencing homelessness.
- 2.2 Continue to fund grant program for cities, towns and counties for homeless services programs designed to address unsheltered homelessness.
- 2.3 Support the development of units for homeless youth.
- 2.4 Increase shelter capacity across Balance of State and ensure all counties have Emergency Shelter capacity.
- 2.5 Continue to make investment in Local Coalitions to end Homelessness (LCEH) capacity building.
- 2.6 Staff the GICCHH and its work groups/subcommittees, including agenda setting, meeting minutes, and calendar invites.
- 2.7 Provide technical assistance to the GICCHH and its work groups/subcommittees including research and data collection, correspondence, and presentations.
- 2.8 Collate and share policy recommendations gathered internally by ADOH staff to advance the outcomes of the GICCHH.

Issue: Improve Low Income Communities

Description: Increase production and number of sub-standard housing receiving rehabilitation or weatherization improvements.

Solutions:

- 3.1 Increase production of weatherized units by 20 percent.
- 3.2 Expansion of housing rehabilitation programs statewide.
- 3.3 Coordinate and implement best practices and policies for improved statewide delivery of weatherization services.

Issue: Enhance agency practices to align with business needs

Description: Improvements to modular building and manufactured housing process and procedures.

Upgrade agency's public website to improve navigation and accessibility.

Solutions:

- 4.1 Reduce plan review turnaround time.
- 4.2 Implement a Housing and Urban Development (HUD) provision for consumer protection for retailers lots.
- 4.3 Complete Salesforce implementation.

4.4 Through continuous improvement and utilizing the latest web platform, the agency shall fine-tune its website to improve navigation, user experience, and data/content accessibility.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	90.0	90.0	90.0
General Fund	91,900.0	91,900.0	91,900.0
Other Appropriated Funds	371.1	371.1	371.1
Non-Appropriated Funds	204,433.0	204,433.0	204,433.0
Federal Funds	97,729.0	97,729.0	97,729.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To Increase Affordable Housing Opportunities

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
# of units funded with State LIHTC	0	940	0	940	0
# of urban and rural affordable housing units developed	0	6,150	0	6,150	0
% increase in units funded over prior year	194	20	0	20	0
Length of time between commitment of funding to commencement of construction	0	0	0	10	0
Number of Housing Choice Vouchers issued	0	0	0	99	0
Number of low-income rental units funded annually.	0	3,558	0	0	0
Number of units created statewide	0	0	0	7,909	0
Number of urban and rural affordable housing units developed	N/A	3,558	0	0	0
To conduct 100 percent of all required manufactured housing dealer audits.	0	0	0	0	0
To reduce the number of days from receipt of Rental development funding application to decision.	N/A	0	0	0	0

Goal: To Reduce Homelessness

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
	0	N/A	0	0	0
# homeless persons housed with Rapid Rehousing Assistance	0	108	0	108	0
# roundtables hosted	0	TBD	0	TBD	0
% Increase in Balance of State Local Coalitions to End Homelessness (LCEH)	0	TBD	0	TBD	0
% increase in homeless persons placed in regional shelter or transitional housing outside the Human Services Campus	N/A	25	0	0	0
% increase in homeless persons served in the BOS	0	TBD	0	TBD	0
% increase in shelter beds	0	TBD	0	TBD	0
% increase in shelter/transitional housing units	N/A	25	0	0	0
% increase in youth shelter beds	0	TBD	0	TBD	0
% of eligible households submitting applications	N/A	N/A	0	N/A	0

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
% of eligible offenders participating in pilot.	N/A	75	0	0	0
% of homeless funding leveraged with other jurisdictions	0	TBD	0	TBD	0
Average number of days to house homeless persons with RRH assistance	N/A	45	0	0	0
Increase the number of households exiting homelessness through Rapid Re-housing Assistance.	0	0	0	0	0
Number of foreclosures prevented	N/A	N/A	0	N/A	0
Number of households assisted	(1,999,998)	(999,675)	0	N/A	0
Number of offenders receiving housing assistance each month	N/A	15	0	0	0
Publish Statewide Homeless Strategies Plan by December 31st	N/A	N/A	0	N/A	0
To increase the number of beds funded for housing/shelter/treatment of people experiencing homelessness.	0	0	0	0	0
To increase the percentage of formerly homeless individuals positively exiting assisted housing in the 13 rural counties.	0	0	0	0	0
To reduce the number of days from receipt of foreclosure assistance application to decision.	0	0	0	0	0

Goal: To Improve Low Income Communities

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
# units rehabilitated and/or weatherized	0	800	0	800	0
% of CDBG awards to rural projects	N/A	50	0	0	0
% of Housing Choice Vouchers leased up	0	82	0	82	0
% of rural housing projects funded with LIHTC & HTF	N/A	50	0	25	0
% of sub-standard manufactured housing improved	0	40	0	40	0
Number of sub-standard owner-occupied housing units rehabilitated	N/A	750	0	0	0
To maintain the current low average number of days to issue program payments to subcontractors.	0	0	0	0	0
To maintain the low number of days from receipt of Loan Servicing requests to completion.	0	0	0	0	0

Goal: To Enhance Agency Practices to Align with Business Needs

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
% reduction in office costs	0	TBD	0	TBD	0
Average days for plan review completion	N/A	40	0	40	0
Average number of installation inspections per permit	N/A	3	0	0	0
Average time between permit and final inspection approval	N/A	180	0	180	0
Average turnaround on Deeds of Release	0	5	5	0	0
Average turnaround on permits	0	7	0	7	0
Launch integrated applicatoin in the manufactured housing division	0	0	0	0	0
Number of permit applications	N/A	1,800	0	0	0

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Industrial Commission of Arizona

Gaetano J. Testini, Cabinet Executive Officer
Phone: (602) .54-4411
A.R.S. § 23-108.01

Mission:

To work collaboratively with industry, labor, and employers to efficiently administer and effectively oversee all applicable laws related to the protection of life, health, safety, and welfare of employees within the state to safeguard improved outcomes for Arizona's workforce.

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, whistleblower and wage retaliation, minimum wage, unpaid wages, earned paid sick time, and youth labor. The ICA also provides workers' compensation benefits to claimants of uninsured employers.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administrative Services	5,954.3	26,587.5	26,587.5
Workers Compensation Claims Assurance	3,159.4	3,079.8	3,079.8
Adjudication of Disputes	4,563.1	4,755.3	4,755.3
Labor Law Administration	1,433.4	1,347.6	1,347.6
Occupational Safety and Health Administration	7,338.8	7,514.5	7,514.5
Special Fund Claims Processing	15,877.6	14,821.4	14,821.4
Legal Counsel	1,561.0	1,524.4	1,524.4
SLI Municipal Firefighters Cancer Reimbursement Fund	2,721.0	5,084.7	5,084.7
Total	42,608.7	64,715.2	64,715.2

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	84.6	84.7	84.7
Other Appropriated Funds	21,313.0	21,985.5	21,985.5
Other Non-Appropriated Funds	21,211.1	42,645.0	42,645.0
Total	42,608.7	64,715.2	64,715.2
FTE Positions	216.00	216.00	216.00

All dollar amounts are expressed in thousands, as requested by agencies.

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 work collaboratively with industry, labor, and employers to efficiently administer and effectively oversee all applicable laws related to the protection of life, health, safety, and welfare of employees within the state to safeguard improved outcomes for Arizona’s workforce.

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, whistleblower and wage retaliation, minimum wage, unpaid wages, earned paid sick time, and youth labor. The ICA also provides workers’ compensation benefits to claimants of uninsured employers.

Executive Summary: The ICA’s 2024 strategic plan builds upon continual efforts to strengthen fulfillment of our core mission which protects and assists workers both before and after a workplace injury or wage dispute and to collaboratively work with employers and employees to promote workplace safety and health, and efficiently performing our statutory duties pertaining to workers’ compensation and state labor law. We are focused on proactive partnerships promoting workplace safety; continually improved customer service, operations, and technology; a high-performing and engaged workforce; and reducing unnecessary litigation.

The ICA will: (1) continue to expand the reach and impact of the Arizona Division of Occupational Safety and Health (ADOSH) in an effort to eliminate hazards before injuries and fatalities occur; (2) improve the operational efficiency of the ADOSH Whistleblower Unit, Claims Division notification and solicitation compliance, and Labor Department’s processing of wage claims; (3) increase the impact of the Ombudsman team’s assistance to injured workers; (4) continue appropriate efforts to reduce the volume of litigation in the Special Fund and ALJ Divisions; and (5) enhance community engagement, training, resources, and education.

Our agency’s modernized IT platform includes additional online services, enhanced document management and customer accessibility. Salesforce system deployment has expanded, and community portals better serve injured workers and all stakeholders. Continued efforts will focus on leveraging technology to improve the public’s online access, fully deploying the Accounting division’s tax system, and improving existing systems enhancing the efficiency of ICA staff.

Recognizing the importance of a high-performing and engaged workforce, the ICA will continue efforts to focus on improving employee knowledge, performance, and opportunity through effective gemba walks, enhanced access to standard work, electronic 5S, and ongoing employee feedback solicitation.

Summary of Multi-Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Model State for Worker Safety and Health	2018-2020	<ul style="list-style-type: none"> FY18-23: Construction/high-hazard consultation visits increasing (FY18-530; FY19-753; FY20-866; FY21-1,067; FY22- 1,115; FY23 – 1,334) FY18-22: Safety & health partnerships increasing (FY22-172)(FY23 –183) FY20, 22: Voluntary Protection Prog. (VPP) awarded in Phx & Tucson CY17-21: Opioid use in workers’ compensation decreasing (CY17: 35% claims w/ ≥1 opioid Rx; CY18: 28%; CY19: 23%; CY20: 20%; CY21: 17%) FY20-23: 62,611 employees trained by ADOSH; 14,862 hazards abated; 113,521 employees benefited from ADOSH Consultation FY23: Closed 548 ADOSH whistleblower cases
2	Operational Excellence Through Continuous Improvement	2018-2021	<ul style="list-style-type: none"> FY18-23: 19 strategic/operational breakthroughs achieved (FY23 – Labor Wage Claims, Claims Trainings, ALJ ADR program, Special Fund audit, ADOSH Whistleblower, MIS Security Infrastructure) 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
3	Efficient Customer Service Through Wise Use of Technology	2019-2021	<ul style="list-style-type: none"> FY19-22: Launched and stabilized Salesforce-based Claims/Administrative Law Judge (“ALJ”) computer system w/ enhanced customer portal (stakeholder usage increasing) FY19-23: Launched Salesforce-based systems in the Legal Division; Labor Dept; ADOSH Compliance/Whistleblower Unit; ADOSH Consultation Unit; Elevator Unit, and Accounting Division FY21-23: Completed Cloud First Initiative; IT security multi-factor auth., single sign-on, always-on virtual network, and device encryption
4	High Performing and Agile Workforce Serving Arizona	2019-2023	<ul style="list-style-type: none"> FY19-20: Increased professional development by over 100% FY19-23: Development of standard work (FY19: 207 standard work documents published; FY20: 226, FY21: 223, FY22: 171, FY23: 54) FY23: 73.6% of Standard Work Migrated into Salesforce system FY20-21: Updated Continuity of Operations Plan; completed succession planning & onboarding standard work; deployed virtual huddle boards FY23: Improved quality/quantity of gemba walks (458 completed) FY23: Improved quality/quantity of agency training (372 training hours)
5	Reduce Volume of Workers’ Compensation Litigation (Without Impacting Due Process)	2018-2022	<ul style="list-style-type: none"> FY18-23: Full & Final settlements increasing (FY18/19: 303 settlements approved; FY20: 391; FY21: 628; FY22: 625; FY23: 587) FY19: Adopted full evidence-based medicine treatment guidelines FY19-23: Number of employers obtaining insurance as a result of ICA efforts increasing (FY19: 510; FY20: 678, FY21:751, FY22:740, FY23:991) FY18-23: Increased Special Fund settlements (536 total) FY20-23: 2,035 adjusters completed Claims training program FY23: Approximately 36% of ALJ cases resulting in settlement FY23: 851 ALJ Alternative Dispute Resolution (“ADR”) sessions held (531 matters resolved) FY23: 14 targeted claims trainings; MFCRF program successfully implemented with \$2.6 million distributed, ARPA program initiated; Medical Resource Office (“MRO”) billing dispute services (44 resolved)

Industrial Commission of Arizona

Fiscal Year 2024 Strategic Plan 2-pager

Current Annual Focus

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
1	Expand the reach and impact of ADOSH programs on Arizona's employers and employees	<ul style="list-style-type: none"> # of participants in ADOSH partnerships emphasizing PEPP # of high-hazard consultation visits Average Compliance lapse time (in days) % of target for employees trained; employees impacted # of hazards abated % of target elevators inspected % of safety complaints/referrals processed w/in 5 days 	<ul style="list-style-type: none"> ADOSH Division focus and A3 plan for achieving 191 active ADOSH partnerships (~5% increase); 1,104 high-hazard consultation visits (sustain); 18,432 employees trained (sustain); and 35,721 employees impacted (~5% increase) Develop occupational safety & health Consultation and VPP promotional videos Refresh ADOSH Division A3 plan for reducing average Compliance lapse time Prepare and complete Phoenix ICA VPP audit (A3) Update complaint and referral process, establish STW and enhanced training (A3) Collect data using Heat Stress SEP to assist in developing state heat stress standard.
	Accelerate processing and investigation of ADOSH whistleblower claims	<ul style="list-style-type: none"> Age (in days) of oldest pending whistleblower claim # of whistleblower cases closed/dismissed % of new cases screened w/in target timeframe 	<ul style="list-style-type: none"> Continue focus on reduction of whistleblower case backlog and pending time (A3)*
2	Maintain Labor processing times for wage, earned paid sick time (EPST), retaliation (RT), minimum wage (MW), youth labor (YL) and payment compliance (PC); Improve the Labor Intake Unit quality; Improve case closure process	<ul style="list-style-type: none"> Wage claims ≤ 125 days, EPST claims ≤ 90 days, RT ≤ 90 days, MW ≤ 70 days, YL ≤ 60 days, PC ≤ 40 days Intake Unit quality ≥ 97% Daily case resolutions ≥ 98% 	<ul style="list-style-type: none"> Maintain case closures within established time frames Enhance the audit program to drive quality improvements with the Intake Unit Develop and implement project plan to transition from monthly to daily goals (A3)
	Increase payer compliance with claim notifications and solicitations	<ul style="list-style-type: none"> # of m-solicit letters (normalized by # claim notifications) # of internal bad faith investigation notices issued % of targeted Claims trainings provided # of days to set Average Monthly Wage 	<ul style="list-style-type: none"> Project plan focused on ICA Claims division efforts to increase payer compliance with claim notifications and solicitations following applicable statutes (A3)* Project plan focused on Average Monthly Wage processing time limit (A3)* Analyze claim notification & solicitation data, identify problems, develop solutions
	Successfully implement American Rescue Plan Act (ARPA) fund distribution for fire districts	<ul style="list-style-type: none"> % of ARPA reimbursement requests completed within 45 days of receipt. 	<ul style="list-style-type: none"> Process 100% of qualifying ARPA reimbursement requests timely and accurately
3	Ensure continued IT security; Modernize ALJ unrepresented injured worker resources; Implement the Work Comp Tax System	<ul style="list-style-type: none"> Achieve/Maintain Risk Sense Security Score ≥ 70th Percentile % of ALJ public resources updated and improved % tax filings complete and accurate 	<ul style="list-style-type: none"> Maintain security updates, upgrade EOL systems, vulnerability remediation Evaluate and improve public interface resources Fully deploy Work Comp Tax System and migrate tax collection legacy processes
4	Enhance and support employee performance Expand reach of Ombudsman team Improve penalty citation collections process	<ul style="list-style-type: none"> % of target gemba walks conducted % of standard work migrated into Salesforce Knowledge # of Ombudsman cases resolved # of days for collection referrals > 45 days # of collection accounts closed > 90 days 	<ul style="list-style-type: none"> Continued agency focus on gemba walks to support employee performance Continue Salesforce STW migration to reach 100% Develop electronic 5S training program and standard work in conjunction with MIS Create updated STW and enhance Ombudsman public outreach and online presence Transition Collections team to Accounting and improve processing times
5	Reduce workers' compensation litigation in Special Fund Increase employer work comp compliance	<ul style="list-style-type: none"> # of full & final/non-compensable settlements % Special Fund claims resolved prior to hearing # of Special Fund cases resolved before initial hearing # of employers obtaining workers' compensation 	<ul style="list-style-type: none"> Achieve 36 full & final/non-compensable settlements (sustain FY23 targets) Establish guidelines for timely investigation completion Resolve 60 cases before hearings with proactive Early Legal Intervention efforts Continue efforts to ensure compliance with workers' compensation coverage laws
	Sustain effectiveness of ICA ADR program and 1061(J) process. Increase and expand training of additional judges in ADR resolution.	<ul style="list-style-type: none"> # and % of cases in ADR program (normalized by # referred) % of judges with advanced ADR training Average # days for 1061(J) cases to be resolved/referred % of 1061(J) matters settled before referral to hearing 	<ul style="list-style-type: none"> Sustain success of the ICA ADR program by maintaining participation at FY23 level Maintain focus on prompt resolution of 1061(J) disputes
	Expand the reach and impact of MRO programs	<ul style="list-style-type: none"> # billing disputes submitted; resolved # of healthcare professionals participating in MRO training # of payer representatives participating in MRO training 	<ul style="list-style-type: none"> Continue informal billing dispute program, evaluate reimbursement practices Expand training program for healthcare professionals Expand training program for payer representatives, integrate with Claims division

5 Year Plan

Issue: Model State for Worker Safety and Health

Description: To become a model state for worker safety and health. This multi-year strategy began in fiscal year 2018.

Solutions:

PROGRESS/SUCESSES:

FY18-23: Construction/high-hazard consultation visits increasing (FY18-530; FY19-753; FY20-866; FY21-1,067; FY22- 1,115; FY23 – 1,334).

FY18-22: Safety & health partnerships increasing (FY22-172) (FY23 –183).

FY20, 22: Voluntary Protection Program (VPP) awarded to ICA locations in Phoenix & Tucson.

CY17-21: Opioid use in workers' compensation decreasing (CY17: 35% claims w/ =1 opioid Rx; CY18: 28%; CY19: 23%; CY20: 20%; CY21: 17%).

FY20-23: 62,611 employees trained by ADOSH; 14,862 hazards abated; 113,521 employees benefited from ADOSH Consultation.

FY23: Closed 548 ADOSH whistleblower cases.

FY 24 ANNUAL INITIATIVES:

ADOSH Division focus and A3 plan for achieving 191 active ADOSH partnerships (~5% increase); 1,104 high-hazard consultation visits (sustain); 18,432 employees trained (sustain); and 35,721 employees impacted (~5% increase).

Develop occupational safety & health Consultation and VPP promotional videos.

Refresh ADOSH Division A3 plan for reducing average Compliance lapse time.

Prepare and complete Phoenix ICA VPP audit (A3).

Update complaint and referral process, establish STW and enhanced training (A3).

Collect data using Heat Stress SEP to assist in developing state heat stress standard.

Breakthrough project: Continue focus on reduction of whistleblower case backlog and pending time (A3).

Issue: Operational Excellence Through Continuous Improvement

Description: To achieve operational excellence through continuous improvement. This multi-year strategy began in fiscal year 2018.

Solutions:

PROGRESS/SUCESSES:

FY18-23: 19 strategic/operational breakthroughs achieved (FY23 – Labor Wage Claims, Claims Trainings, ALJ Alternative Dispute Resolution (ADR) program, Special Fund audit, ADOSH Whistleblower, MIS Security Infrastructure).

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 Department. backlogs in Wage, Minimum Wage, Earned Paid Sick Time (EPST), EPST Retaliation, Youth Labor, & Payment Compliance programs.

FY 24 ANNUAL INITIATIVES:

Maintain case closures within established time frames.

Enhance the audit program to drive quality improvements with the Intake Unit.

Develop and implement project plan to transition from monthly to daily goals (A3).

Breakthrough Project: Plan focused on ICA Claims division efforts to increase payer compliance with claim notifications and solicitations following applicable statutes (A3).

Breakthrough Project: Plan focused on Average Monthly Wage processing time limit (A3).

Analyze claim notification & solicitation data, identify problems, develop solutions.

Process 100% of qualifying ARPA reimbursement requests timely and accurately.

Issue: Efficient Customer Service Through Wise Use of Technology

Description: To provide efficient customer service through the wise use of technology. This multi-year strategy began in fiscal year 2018.

Solutions:

PROGRESS/SUCESSES:

FY19-22: Launched and stabilized Salesforce-based Claims/Administrative Law Judge (“ALJ”) computer system with enhanced customer portal (stakeholder usage increasing).

FY19-23: Launched Salesforce-based systems in the Legal Division; the Labor Department; ADOSH Compliance/Whistleblower Unit; ADOSH Consultation Unit; Elevator Unit, and the Accounting Division.

FY21-23: Completed the Cloud First Initiative; IT security multi-factor authentication, single sign-on, always-on virtual network, and device encryption.

FY 24 ANNUAL INITIATIVES:

Maintain security updates, upgrade EOL systems, vulnerability remediation.

Evaluate and improve public interface resources.

Fully deploy Workers’ Compensation Tax System and migrate tax collection legacy processes.

Issue: High Performing and Agile Workforce

Description: To become a high performing and agile workforce. This multi-year strategy began in fiscal year 2018.

Solutions:

PROGRESS/SUCESSES:

FY19-20: Increased professional development by over 100%.

FY19-23: Development of standard work (FY19: 207 standard work documents published; FY20: 226, FY21: 223, FY22: 171, FY23: 54).

FY23: 73.6% of Standard Work migrated into the Salesforce system.

FY20-21: Updated Continuity of Operations Plan; completed succession planning & onboarding standard work; deployed virtual huddle boards.

FY23: Improved quality/quantity of gemba walks (458 completed).

FY23: Improved quality/quantity of agency training (372 training hours).

FY 24 ANNUAL INITIATIVES:

Continued agency focus on gemba walks to support employee performance.

Continue Salesforce STW migration to reach 100%.

Develop electronic 5S training program and standard work in conjunction with MIS.

Create updated STW and enhance Ombudsman public outreach and online presence.

Transition Collections team to Accounting and improve processing times.

Issue: Reduce Volume of Workers' Compensation Litigation (Without Impacting Due Process)

Description: To reduce volume of workers' compensation litigation (without impacting due process). This multi-year strategy began in fiscal year 2020.

Solutions:

PROGRESS/SUCESSES:

FY18-23: Full & Final settlements increasing (FY18/19: 303 settlements approved; FY20: 391; FY21: 628; FY22: 625; FY23: 587).

FY19: Adopted full evidence-based medicine treatment guidelines.

FY19-23: Number of employers obtaining insurance as a result of ICA efforts increasing (FY19: 510; FY20: 678, FY21:751, FY22:740, FY23:991).

FY18-23: Increased Special Fund settlements (536 total).

FY20-23: 2,035 adjusters completed Claims training program.

FY23: Approximately 36% of ALJ cases resulting in settlement.

FY23: 851 ALJ Alternative Dispute Resolution (“ADR”) sessions held (531 matters resolved).

FY23: 14 targeted claims trainings; MFCRF program successfully implemented with \$2.6 million distributed, ARPA program initiated; Medical Resource Office (“MRO”) billing dispute services (44 resolved).

FY 24 ANNUAL INITIATIVES:

Achieve 36 full & final/non-compensable settlements (sustain FY23 targets).

Establish guidelines for timely investigation completion.

Resolve 60 cases before hearings with proactive Early Legal Intervention efforts.

Continue efforts to ensure compliance with workers’ compensation coverage laws.

Sustain success of the ICA ADR program by maintaining participation at FY23 level.

Maintain focus on prompt resolution of 1061(J) disputes.

Continue informal billing dispute program, evaluate reimbursement practices.

Expand training program for healthcare professionals.

Expand training program for payer representatives, integrate with Claims division.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	216.0	216.0	216.0
General Fund	0.1	0.1	0.1
Other Appropriated Funds	22.0	22.0	22.0
Non-Appropriated Funds	19.1	19.1	19.1
Federal Funds	3.5	3.5	3.5

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Administrative Services

Sylvia Simpson, Chief Financial Officer
 Phone: (602) .25-4654
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	5,939.4	6,587.5	6,587.5
Other Non-Appropriated Funds	14.9	20,000.0	20,000.0
Total	5,954.3	26,587.5	26,587.5
FTE Positions	38.00	40.00	40.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide efficient customer service through the wise use of technology.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Cumulative amount of APF utilized divided by \$1,067,700. (ICA5300).	43%	100%	100%	N/A	N/A
Achieve/Maintain Risk Sense Security Score 70th Percentile. (ICA5900)	0%	0%	New	70%	70%

Goal: To become a high performing and agile workforce.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Cumulative # of Standard Work (STW) documents migrated to Salesforce at end of reporting month divided by 829, the total # of STW documents ready to migrate. (ICA5301)	N/A	100%	74%	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 total goal of 432. (ICA5306)	N/A	100%	106%	100%	100%
Average number of days to close a new collection account. (ICA5924)	0	0	New	90	90

Goal: To reduce volume of workers' compensation litigation (without impacting due process).

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Cumulative # of billing disputes submitted to the Medical Resources Office (MRO) during the FY, measured at the end of each reporting month. (ICA4636)	23	24	66	48	48
Cumulative # of billing disputes resolved by MRO during fiscal year, measured at the end of each reporting month. (ICA4637)	14	12	44	24	24
Cumulative number of healthcare professionals who have participated in formal MRO training, measured at the end of each reporting month (ICA5318)	N/A	60	94	80	80
Cumulative number of payer representatives who have participated in formal MRO training, measured at the end of each reporting month. (ICA5319)	N/A	700	641	550	550

Program Summary

Workers Compensation Claims Assurance

Ruby Tate, Manager
 Phone: (602) .54-4661
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	2,988.6	2,923.6	2,923.6
Other Non-Appropriated Funds	170.8	156.2	156.2
Total	3,159.4	3,079.8	3,079.8
FTE Positions	35.00	35.00	35.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To achieve operational excellence through continuous improvement.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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. (ICA3354)	84	50	108	50	50
# of M-Solicits issued in reporting month divided by # of claims notified in reporting month. Tracking only, no target has been set. (ICA5307)	N/A	N/A	20	N/A	N/A
Number of internal bad faith notices issued due to a payor's failure to respond. Tracking only, no target has been set. (ICA5308)	N/A	N/A	24	N/A	N/A
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. (ICA4628)	N/A	12	16	12	12
Claims % of Claims Notified < 20 Days. (ICA5899)	0	0	New	20	20

Program Summary

Adjudication of Disputes

Andy Campbell, Chief Judge

Phone: (602) .54-5241

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	4,563.1	4,755.3	4,755.3
Total	4,563.1	4,755.3	4,755.3
FTE Positions	37.00	37.00	37.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To reduce volume of workers' compensation litigation (without impacting due process)

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of matters referred to the ALJ Alternative Dispute Resolution (ADR) program per 100 cases referred to ALJ Division (ICA5302)	12	15	18	17	17
Measures the effectiveness of the ALJ Division Alternative Dispute Resolution (ADR) program by tracking the rate of case settlement (ICA5303)	64	60	47	N/A	N/A
Average number of days a 1061(J) request for investigation either takes to resolve or be referred to hearing. (ICA5304)	22	20	21	17	17
Measures the percentage of 1061(J) cases that are settled before referral to hearing. Tracking only, no target has been set. (ICA5305)	25%	30%	24%	N/A	N/A
% of judges with Alternative Dispute Resolution (ADR) Training. (ICA5903)	0%	0%	New	51%	60%

Program Summary

Labor Law Administration

Lisa Padgett, Director

Phone: (602) .54-4515

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	1,433.4	1,315.9	1,315.9
Other Non-Appropriated Funds	0.0	31.7	31.7
Total	1,433.4	1,347.6	1,347.6
FTE Positions	17.00	17.00	17.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To achieve operational excellence through continuous improvement.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
# 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. (ICA3452)	224	125	112	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. (ICA5310)	30%	2%	0%	N/A	N/A
# of pending minimum wage claims older than 70 days at end of reporting month. (ICA5311)	2	1	1	0	0
# of pending Earned Paid Sick Time claims older than 90 days at end of reporting month. (ICA5312)	2	1	1	0	0
# of pending Earned Paid Sick Time or Minimum Wage retaliation claims older than 90 days at end of reporting month. (ICA5313)	2	1	1	0	0
Labor - Daily case resolutions 98%. (ICA5928)	0%	0%	New	98%	98%

Program Summary

Occupational Safety and Health Administration

Jessie Atencio, Director
Phone: (602) .54-5795
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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	3,845.4	3,983.6	3,983.6
Other Non-Appropriated Funds	3,493.4	3,530.9	3,530.9
Total	7,338.8	7,514.5	7,514.5
FTE Positions	62.00	62.00	62.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To become a model state for worker safety and health.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
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. (ICA3532)	172	182	183	189	189
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. (ICA3444)	3,833	5,040	5,020	5,004	5,004
Cumulative # of elevators inspected during the fiscal year (measured at end of reporting month) divided by annual goal of 6,360. (ICA 5296)	68%	100%	71%	100%	100%
# 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 (ICA4561)	1,225	625	540	298	298
# of whistleblower claims closed in reporting month. (ICA4562)	325	540	607	600	600
For cases in which intake is completed during reporting month, percentage of those intakes that was completed within 30 days. Applies only to new claims filed on or after July 1, 2022. (ICA5297)	N/A	100%	100%	100%	100%
% of safety complaints/referrals processed w/in 5 days . (ICA5930)	0%	0%	New	100%	100%

Goal: To provide efficient customer service through the wise use of technology.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Cumulative # of Consultation matters either in progress or closed in new system at the end of each reporting month. (ICA5298)	N/A	600	1,101	N/A	N/A

Program Summary

Special Fund Claims Processing

Janet Artis, Special Fund Manager

Phone: (602) .54-3294

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	1,096.6	896.8	896.8
Other Non-Appropriated Funds	14,781.0	13,924.6	13,924.6
Total	15,877.6	14,821.4	14,821.4
FTE Positions	12.00	12.00	12.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To achieve operational excellence through continuous improvement.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Measure the average number of days it takes Special Fund to pay initial indemnity payments in no-insurance claims. (ICA5321)	0%	0%	New	60%	60%

Goal: To reduce volume of workers' compensation litigation (without impacting due process)

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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. (ICA3461)	33	30	31	27	36
Number of payment category audits completed (ICA5320)	N/A	100	100	100	N/A

Program Summary

Legal Counsel

Afshan Peimani, Chief Counsel

Phone: (602) .54-5781

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	1,446.4	1,522.8	1,522.8
Other Non-Appropriated Funds	114.6	1.6	1.6
Total	1,561.0	1,524.4	1,524.4
FTE Positions	14.00	12.00	12.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To achieve operational excellence through continuous improvement.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of no insurance investigations resulting in employers obtaining workers' compensation insurance during the fiscal year. (ICA2435)	740	600	991	720	720

Goal: To become a high performing and agile workforce.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
# of Ombudsman Cases Resolved, Tracking only, no target has been set. (ICA5925)	0	0	New	N/A	N/A

Goal: To reduce volume of workers' compensation litigation (without impacting due process).

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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. (ICA5315)	20	24	50	48	48

Agency Summary

Department of Insurance Financial Institutions

Barbara Richardson , Cabinet Executive Officer

Phone: (602) .36-3745

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Policy and Administration	7,928.3	8,534.6	8,534.6
Solvency Oversight	4,717.9	4,215.0	4,215.0
Consumer Protection	3,448.5	3,919.2	4,375.2
Insurance Fraud Investigation and Deterrence	1,839.5	1,939.1	2,121.0
Automobile Theft Authority	5,911.0	6,604.4	6,777.4
Total	23,845.3	25,212.3	26,023.2

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	7,751.7	8,548.5	8,730.4
Other Appropriated Funds	11,137.3	12,348.4	12,977.4
Other Non-Appropriated Funds	4,956.3	4,315.4	4,315.4
Total	23,845.3	25,212.3	26,023.2
FTE Positions	148.25	137.80	137.80

All dollar amounts are expressed in thousands, as requested by agencies.

Vision: Facilitating growing, healthy, innovative, and safe insurance and financial services industries in Arizona as an efficient and responsive regulator.

Mission: Protect consumers, provide certainty on regulatory matters, and perform with efficiency and integrity as good stewards of taxpayer resources.

Agency Description: Licenses, monitors, investigates, examines, 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, a dedicated fraud unit, and funding for law enforcement and dedicated prosecutors.

Executive Summary: The Department of Insurance and Financial Institutions identified the following strategic priorities:

Improve Agency Modernization and Resilience by reorganizing to more effectively leverage efficiencies, streamline the agency's leadership structure, and increase resources in key areas.

Provide Effective Stakeholder Communication by continuing effective communication of agency activity and regulatory expectations with various stakeholder groups.

Continuously Improve Consumer Services by monitoring and adapting to changes in network adequacy requirements, provider grievances, and consumer-related requests.

Facilitate Healthy and Growing Industry Stakeholder Communities by efficiently and effectively providing required regulatory oversight, quickly approving and reviewing filings or applications of all kinds, and providing policy leadership on emerging areas of interest to stakeholder communities.

Summary of Multi-Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Improve Agency Modernization, Competitiveness, and Structure	2021	Restructure agency organization given 2020 merger to streamline leadership and consolidate areas of shared responsibility across stakeholder groups; addressing licensing information technology inefficiencies.
2	Provide Effective Stakeholder Communication	2023	Continue the practice of communicating with stakeholders through formal and informal meetings, speaking engagements, outreach events, and website/social media communications.
3	Continuously Improve Consumer Services	2023	Monitor and adapt to changes in network adequacy requirements, provider grievances, and consumer-related requests.
4	Facilitate Healthy and Growing Industry Stakeholder Communities	2021	Maintained necessary national accreditations; started participating in national multi-state examination programs aimed at greater efficiency for regulated licensees; policy development regarding money transmission and licensing reform; opened three de novo state-chartered banks (after no de novos in over a decade).

Dept. of Insurance and Financial Institutions

Fiscal Year 2024 Strategic Plan 2-pager

Current Annual Focus

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
1	Improve agency recruitment and retention (A3 Breakthrough Project)	<ul style="list-style-type: none"> ● % of turnover ● Agency overall engagement summary % (employee survey) 	<ul style="list-style-type: none"> ● Evaluate the agency salary structure as it compares to the comparable industry and other state regulators; and that matches the duties that are assigned to the position ● Provide necessary training to perform job function and develop training program
2	Implement new financial institutions licensing solution	<ul style="list-style-type: none"> ● % of licensing solution project milestones completed on time 	<ul style="list-style-type: none"> ● Design, develop and implement new licensing program
3	Increase communication about agency activity and results , as well as trends affecting the public	<ul style="list-style-type: none"> ● Number of information campaigns and announcements about agency action ● Targeted number of monthly press releases, agency news bulletins, or other information for public consumption ● Number of provider grievances 	<ul style="list-style-type: none"> ● 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, insurance/financial services literacy, and provider grievances
4	Improve agency examination and investigation capabilities	<ul style="list-style-type: none"> ● % of consumer complaints completed or resolved within targeted timeframes ● % of financial enterprise examinations conducted within targeted timeframes established by statute, accreditation guidelines or internal policies ● % of lead role in financial institution examinations 	<ul style="list-style-type: none"> ● Identify recommendations that would enhance the Department’s examination and investigation capabilities in relation to staffing levels, training, experience, licensee and complaint trends, and caseloads

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	155.4	155.4	155.4
General Fund	8,548.5	8,548.5	8,548.5
Other Appropriated Funds	12,398.7	12,398.7	12,398.7
Non-Appropriated Funds	19,612.7	19,612.7	19,612.7

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	5,912.1	6,609.4	6,609.4
Other Appropriated Funds	1,928.3	1,887.7	1,887.7
Other Non-Appropriated Funds	87.9	37.5	37.5
Total	7,928.3	8,534.6	8,534.6
FTE Positions	63.01	53.79	53.79

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide a satisfying work environment for agency employees.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of agency employees surveyed who responded they were "satisfied" with their jobs	78	80	84	80	80

Program Summary

Solvency Oversight

Kurt A. Regner, Deputy 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.1	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	4,717.8	4,215.0	4,215.0
Total	4,717.9	4,215.0	4,215.0
FTE Positions	17.15	14.10	14.10

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To efficiently and effectively analyze and examine insurer and financial-institution financial filings and records.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of new domestic receiverships	0	0	0	0	0
Number of open insurer receiverships (at any point in the fiscal year)	3	3	3	3	3
Percentage of domestic multi-state insurer financial filings reviewed within timeframes prescribed by the National Association of Insurance Commissioners (NAIC).	100	95	97	95	95

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	3,298.0	3,856.3	4,312.3
Other Non-Appropriated Funds	150.6	62.9	62.9
Total	3,448.5	3,919.2	4,375.2
FTE Positions	51.74	53.56	53.56

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To efficiently and effectively review companies, rates, policies, contracts and filings to verify they comply with Arizona law.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of (Target 95%) review all required rate and form filings reviewed within 45 days. Excluding long-term care rate filings	98.0	95.0	96.0	95.0	95.0

Goal: To timely investigate and effectively monitor compliance of financial enterprises with laws that protect consumers and taxpayers.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
% of mortgage and financial services examination reports issued within accreditation timeframes	99.0	85.0	77.0	100.0	100.0
Days required to close a complaint about an appraiser or appraisal management company from date received.	61.4	68.0	100.0	100.0	100.0

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,839.5	1,939.1	2,121.0
Total	1,839.5	1,939.1	2,121.0
FTE Positions	14.10	14.10	14.10

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of convictions from submitted cases	15	20	7	15	20
Number of fraud incident referrals received.	3,940	4,255	4,026	4,146	4,267
Number of investigated cases submitted for prosecution.	15	25	17	25	30
Number of investigations completed from referrals	105	225	153	129	140
Number of warning letters issued to fraud suspects.	48	57	38	45	50
Total restitution requested from investigations submitted for prosecution (in thousands of dollars)	380,917.0	1,000.0	139,557.0	200,000.0	200,000.0

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
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Total

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To efficiently and effectively process professional service license applications.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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).	1.2	1.5	1.5	2.5	2.5
Percentage of financial enterprise for license/renewal applications processed within 15 days.	78.0	85.0	97.0	95.0	95.0
Percentage of insurance professional license/renewal applications submitted online	99.5	99.0	99.0	99.0	99.0

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	5,911.0	6,604.4	6,777.4
Total	5,911.0	6,604.4	6,777.4
FTE Positions	2.25	2.25	2.25

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To reduce the incidence of statewide auto theft crimes supporting innovative and effective reduction and prevention programs.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Arizona vehicle theft rate (# per 100,000 population)	241.7	244.1	270.5	275.0	280.0
Number of vehicles stolen statewide.	17,937	18,200	20,215	21,059	21,790

Goal: To deter vehicle theft and associated criminal activity through effective and proactive law enforcement strategies.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
For every \$1 dollar funded by the ATA, this \$ amount of recovered by the Vehicle Theft Task Force.	5.59	5.60	7.54	7.50	7.50
Number of "chop shops" investigated by the Vehicle Theft Task Force.	13	14	11	15	15
Number of AZ Vehicle Theft Task Force FTE positions funded by the AATA.	24.0	24.0	24.0	24.0	24.0
Number of felony arrests by the Vehicle Theft Task Force.	366	370	399	410	415
Number of insurance fraud investigations by the Vehicle Theft Task Force.	18	19	48	20	20
Number of stolen vehicles recovered by the Vehicle Theft Task Force.	1,661	1,720	1,905	1,920	1,925
Number of trainings and investigative support provided by the Vehicle Theft Task Force.	3,215	3,250	3,392	3,410	3,420
Value of stolen vehicles recovered by the Vehicle Theft Task Force (in \$ millions).	26.4	26.7	36.1	36.2	36.3

Goal: To assure deterrence of auto theft and related criminal activity through effective auto theft (vertical) prosecution.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of ATA grants awarded to Arizona agencies.	10	11	12	13	14
Number of auto theft (vertical) prosecutors funded by AATA Grants.	8	8	8	10	10
Number of counties participating in the AATA's Vertical Prosecution Grant program.	6	6	6	6	6
Number of grant agency contractual compliance reviews.	6	6	6	6	6
Number of vehicle theft convictions by AATA-grant-funded vertical prosecutors.	909	925	1,733	1,800	1,850

Agency Summary

Joint Legislative Budget Committee

Phone: () -

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Joint Legislative Budget Committee	0.3	2,918.1	2,918.1
Total	0.3	2,918.1	2,918.1

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.3	2,918.1	2,918.1
Total	0.3	2,918.1	2,918.1
FTE Positions	0.00	29.00	29.00

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Judicial System

Hon. Robert Brutinel, Chief Justice
Phone: (602) 452-3307
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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	911.9	911.9	911.9
General Fund	193,700.8	193,700.8	193,170.4
Other Appropriated Funds	45,970.8	45,970.8	45,970.8
Non-Appropriated Funds	39,842.6	39,842.6	39,842.6

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
All cases on file (in thousands)	1,700	1,800	1,332	1,000	1,000
Operational reviews conducted	3	4	5	4	4
All cases terminated (in thousands)	1,300	1,400	933	750	750
Percent of operational reviews completed within prescribed time frame	100	100	100	100	100
Cases pending (in thousands)	400	350	400	350	350
New case filings	1,200	1,300	888	700	700
State Bar matters on file	150	150	111	100	100
State Bar matters terminated	125	125	96	90	90
State Bar activity reports	2,500	2,500	2,413	2,400	2,400
All other cases on file	40	40	29	30	30
All other cases terminated	20	20	13	10	10
Operational reviews completed	15	20	15	20	20
Average days to complete an operational review report	189	160	137	160	160
Average reviews per specialist	5	7	6	7	7
Percent of eligible IPS probationers participating in a treatment program	49	47	50	48	48
Percent of IPS probationers maintaining full-time employment	41	43	38	42	42

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of IPS probationers not testing positive for illegal drug use	49.0	60.0	53.0	50.0	50.0
Percent of court-ordered restitution paid by active IPS probationers	32	11	30	30	30
Percent of community restitution hours completed	41	50	43	45	45
Percent of probationers exiting IPS and not committed to county jail or DOC	66	56	56	60	60
Percentage of annual reports received and analyzed from prior fiscal year.	93	100	93	100	100
Number of active probationers who received CPP funded services	1,166	2,200	1,108	2,200	2,200
Number of alternative format programs reviewed.	1	1	1	0	0
Percent of transfer investigation requests completed within forty-five days of receipt, as required	99.0	100.0	97.0	99.0	100.0
Percent of victim assistance fund payments collected	73	55	59	60	61
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	1,503	3,500	2,434	3,500	3,500
Applications received (new and renewal)	353	27	337	335	335
Number of probationers convicted of an ARS 13-901.01 1st or 2nd offense that received DTEF funded treatment services	209	750	239	750	750
Certifications granted	47	305	304	335	335
Number of probationers on GPS	232	300	257	300	300
Certifications denied	0	1	0	1	1
Claims processed	3	4	4	5	5
Percent of juvenile probation departments in compliance with mandated standard case load ratios of 35:1	100	100	93	100	100
Average number of days from receipt of application to decision regarding certification	101	90	60	60	60
Claims processed	3	15	8	14	14
Percent of standard probationers who successfully complete their term of probation	73	80	69	75	75
Number of active certified reporters (end of year)	336	330	332	325	325
Number of counties receiving a formal standard probation operational review.	2	4	4	4	4
Reimbursement provided	0	0	0	0	0
Average annual cost per standard probation slot in prior fiscal year	3,100	3,000	3,269	3,000	3,000
Percent of counties' criminal cases processed within 90 days (target is 65%)	26	35	35	40	40
Percent of counties conducting criminal case processing improvement projects	93	93	93	93	93
Percent of annual increase in court revenue in prior fiscal year	(1.0)	(0.1)	(4.5)	(5.0)	(5.0)
Difference in percentage change from previous fiscal year in court revenue collections and case filings	(9.5)	(7.5)	4.2	(2.0)	(2.0)
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	11,590	12,000	11,983	12,000	12,000

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of applicants for certification	0	15	2	3	3
Percent of counties maintaining appropriate caseload ratios as evidenced by monthly capacity reports.	100	100	93	100	100
Average number of days from receipt of complete application requirements to decision regarding certification	0	120	120	120	120
Number of counties receiving a formal JIPS operational review.	2	4	4	4	4
Number of individuals granted certification	0	13	2	3	3
Percent of JIPS probationers who successfully complete their term of probation.	69	75	64	75	75
Number of individuals denied certification	0	2	0	0	0
Percent of courts with a uniform statewide automation system	93	93	93	93	93
Percent of JIPS probationers who unsuccessfully completed their term of intensive probation and were committed to ADJC.	9	15	11	15	10
Active Cis certified (end of year)	26	35	17	20	20
Average days drug case processing	N/A	N/A	N/A	N/A	N/A
Percent of quarterly financial and progress reports submitted according to schedule	100	100	100	100	100
Number of volunteer mediators trained	70	50	43	50	50
Number of volunteer mediator training sessions held	7	5	4	5	5
Percent growth in filings in prior fiscal year	(10.0)	(10.0)	3.0	3.0	3.0
Prior fiscal year clearance rate (dispositions/filings) of 1.00 or greater annually	1.0	1.0	1.0	1.0	1.0
Service contractors audited for compliance with program standards	57	70	53	65	70
Months for disposition of pending cases in prior fiscal year	12	12	19	12	12
Percent of contractors monitored in satisfactory compliance with established program standards (70%+)	93	98	91	95	95
Average cost per contract to audit (dollars).	0	3,000	69	3,500	3,500
Children eligible for review during the fiscal year	17,423	18,000	15,132	15,000	15,400
Number of applications received	26	30	28	30	30
Number of child reviews held during the fiscal year	21,782	24,000	19,050	18,500	18,900
Number of individuals licensed	19	25	13	25	25
Number of applications denied	1	1	0	1	1
Total number of reviews conducted within the fiscal year	13,280	13,000	11,948	11,500	13,000
Number of days from receipt of complete application requirements to decision regarding licensure	177	90	120	90	90
Percent of reviews during fiscal year for which the board found that progress was being made towards establishing permanency	51.54	60.00	51.60	51.00	51.50
Number of fiduciaries licensed at end of year	311	300	345	340	340
Number of families served by the family counseling fund in prior fiscal year	394	500	448	500	550
Average cost per family in prior fiscal year	1,242.00	1,000.00	1,461.00	1,500.00	1,600.00
Average age of youth participating in family counseling program in prior fiscal year	16	16	15	15	15

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average sessions per family in prior fiscal year	10.8	10.0	11.0	10.0	12.0
Percent of juvenile courts (15) whose family counseling program plan and budget are reviewed and approved.	0	100	100	100	100
Percent of juveniles with an intake interview within 30 days of receipt of referral by the juvenile court	39	50	33	50	40
Children eligible for CASA assignment during the year	17,423	13,750	15,132	15,500	15,600
Number of volunteers during the year completing the required number of hours	648	715	675	700	725
Children with CASA assigned as of 6/30	1,980	1,660	1,954	2,400	2,500
Percent of number of volunteers serving during the year completing the required number of hours	53	58	52	54	60
Total Number of volunteers as of 6/30	1,229	1,050	1,288	1,250	1,350
Average number of in-service training hours volunteers received	13	12	13	13	14
Volunteers serving during the year	1,477	1,425	1,436	1,600	1,700
Number of Assigned CASAs as of 6/30	817	850	809	850	1,000
Operational reviews of schools completed	0	4	0	6	10
Percent of instructors rated that are in compliance with Arizona Code of Judicial Administration (ACJA 7-205) and Statutes.	N/A	60	N/A	70	80
Percent of on-site monitoring visits conducted	0	100	100	100	100
Instructors monitored	N/A	4	0	6	8
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
Percent of petitions that met preliminary protective hearing requirements (within 5-7 days of removal)	97	95	95	95	95
Average number of days to adjudication	72	71	72	72	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	95	95	95	95	95
Applications received from minorities and women as a percent of all applications	57	50	56	50	50
All cases on file	3,958	4,000	4,114	3,923	3,764
Nominations of minorities and women as a percent of all nominations	57	50	63	50	50
All cases terminated	2,535	2,776	2,765	2,736	2,729
Percent of nomination lists submitted to the Governor within the 60 day constitutionally set time line	100	100	100	100	100
Cases pending	1,477	1,100	1,242	1,067	912
New case filings	2,557	2,600	2,637	2,700	2,760
Customer Satisfaction rating for settlement program	88	95	100	95	95
Cases decided in which a Supreme Court review was not sought, excludes those cases dismissed in which no petition for review can be filed.	1,201	1,250	1,474	1,400	1,400
Cases decided where Supreme Court review was denied	411	400	354	400	400

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Cases decided which Supreme Court review was granted and decision upheld	21	17	40	30	30
All cases on file	1,123	1,287	1,132	1,287	1,361
All cases terminated	542	617	635	617	617
Complaints processed	439	473	502	523	540
Cases pending	581	656	473	550	550
Formal and Informal Advisory Opinions	172	199	214	190	200
New case filings	616	705	746	746	746
Number of sessions offered to judges (limited, general and appellate jurisdictions)	188	280	223	200	225
Preliminary investigations	69	80	114	50	75
Customer Satisfaction rating for settlement program (Scale 1-8)	N/A	N/A	N/A	N/A	N/A
Motions for reconsideration	33	35	22	38	35
Number of sessions offered to probation, detention and surveillance officers	972	900	1,118	900	1,000
Cases upheld upon review	118	135	116	116	116
Number of sessions offered to judicial staff	456	350	498	450	450
Sanctions and other warnings	37	38	28	30	30
All cases on file in prior fiscal year	330,000	330,000	313,135	318,000	318,000
Number of judges participating in Education Services Division sponsored programs	1,455	1,000	921	1,000	1,000
Number of Participants sentenced to drug court.	603	811	1,079	1,100	1,200
All cases terminated in prior fiscal year	165,000	165,000	181,757	163,000	163,000
Number of Participants retained at 180 day point	831	1,281	690	1,200	1,200
Number of probation, detention and surveillance officers participating Education Services Division sponsored programs	852	1,000	1,559	1,500	1,500
Cases pending in prior fiscal year	160,000	160,000	141,523	144,000	144,000
Number of Graduates from drug court	234	385	193	385	385
Number of judicial staff participating in Education Services Division sponsored programs	1,457	1,100	3,369	1,500	1,500
New filings (includes transfer in cases) in prior fiscal year	180,000	180,000	186,745	187,000	187,000

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To identify operational and administrative problems and recommend solutions and to uphold the integrity and independence of the judiciary.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of educational hours offered to judicial staff	784	600	938	800	800
Number of graduates from drug court	15	20	6	10	10
Number of juvenile drug courts	6	6	6	6	6
Percent of judges in compliance with annual continuing education mandate	100	100	100	100	100
Percent of court-ordered restitution paid by active standard probationers	12.00	12.00	24.47	12.00	15.00
Percent of probation, detention and surveillance officers in compliance with annual continuing education mandate	100	100	99	100	100
Percent of community restitution hours completed	33.80	31.00	45.24	31.00	34.00
Percent of judicial staff in compliance with annual continuing education mandate	100	100	100	100	100
Percent of probationers exiting standard probation and not committed to county jail or DOC	88	84	85	84	84
Internal and external users connected to the Arizona Judicial Information Network	9,830	9,850	9,896	9,900	9,900
Infrastructure cost per user (dollars)	983	1,000	1,052	1,100	1,250

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Uptime of network availability during normal operating hours (percentage)	99.8	99.9	99.9	99.9	99.9
Uptime of systems availability during normal operating hours (percentage)	99.98	99.98	99.96	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	98
Percent of probation departments in compliance with statutorily prescribed caseload	88	100	87	100	100
% of users with AJIN access (percentage)	100	100	100	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	8,221	8,000	8,140	8,000	8,000
Percent of time minutes were provided in 20 days & notice 48 hours prior to meeting	88	100	100	100	100
Complaints received	1	2	2	2	2
Complaints closed	0	2	2	2	2
Percent of budget modifications reviewed and approved within two weeks	100	100	100	100	100
Disciplinary action	0	0	1	0	0
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
Average number of days from receipt of complaint to resolution by dismissal or disciplinary action	N/A	300	360	300	300
Complaint closure rate (percent)	0	100	100	100	100
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.	(12.0)	(10.0)	(1.5)	(2.0)	(2.0)
Percent of cases closed within 22 month standard	N/A	100	100	100	100
Clearance rate (dispositions/filings) for all cases at all court levels in prior fiscal year.	1.00	1.00	0.98	1.00	1.00
Percent of JIPS officers passing initial academy testing	100	100	100	100	100
Number of applications received	0	26	17	19	19
Number of individuals granted recertification	5	26	16	19	19
Number of individuals denied recertification	0	0	0	0	0
Number of days from submission of complete renewal application to decision regarding renewal	410	75	75	75	75
Percent growth in filings in prior fiscal year	10	10	8	10	10
Prior fiscal year clearance rate (dispositions/filings) of 1.00 or greater annually	1	1	1	1	1
Youth provided out of home services	250	300	259	250	250
Months for disposition of pending cases in prior fiscal year	7	7	10	7	7
Youth provided day support services	31	300	11	200	200

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Youth provided counseling intervention	308	1,000	299	500	500
Youth provided drug testing	987	3,000	1,005	1,000	1,000
Youth provided evaluations and other services	808	1,400	933	1,400	1,500
Youth provided educational and vocational services	50	400	1	500	500
Percent of youth who don't re-offend within 12 months of program completion in prior fiscal year	91	99	84	98	98
Percent of youth with successful outcomes in functional family therapy	N/A	N/A	N/A	N/A	N/A
FTEs to support volunteers (Does not include Support Pool)	44.0	44.7	44.7	44.7	44.7
Percent of youth with successful outcomes in Intensive Behavior Modification Program.	79	85	35	85	85
Number of active volunteers during the fiscal year	532	600	506	540	550
Number of applications received	310	0	15	320	15
Youth served	1,914	4,500	2,508	5,000	5,500
Average length of volunteer service during the fiscal year	7.55	7.50	7.75	7.60	7.50
Number of individuals granted recertification	7	300	200	20	300
Number of applications denied recertification	0	0	0	0	0
Number of volunteers meeting or exceeding the yearly training requirement	322	460	357	375	400
Number of days from submission of complete renewal application to decision regarding renewal	204	120	120	120	120
Percent of diversion youth assessed restitution, who are paying	84	85	82	85	85
Percent of parents of diversion youth assessed one-time parental assessment fee, who paid	66	85	60	85	N/A
Total number of case files reviewed	76	120	60	100	75
Number of volunteer files reviewed	72	120	60	100	75
Average days to complete error change requests from schools	1	1	1	1	1
Percent of required items reviewed and found to be in compliance	81	82	97	95	95
Local programs funded	0	17	17	13	15
Percent of required items reviewed and found to be in compliance	89	95	85	85	90
Percent of student completions reported by schools on time	99	99	99	99	99
Court information change requests processed	130	400	199	195	195
Youth served in local programs	0	68,000	3,380	3,540	3,500
3	0	2	1	0	0
Cost of appellate court vacancies (dollars)	980.56	3,000.00	8,465.00	3,000.00	4,000.00
Cost of trial court vacancies (dollars)	1,472.92	4,000.00	6,645.00	4,000.00	4,000.00
Number of educational hours offered to judges (limited general and appellate jurisdictions)	239	500	320	300	300
Number of Participants admitted to drug court	41	45	40	40	40

Goal: To ensure that automation services are provided that support statewide programs and systems.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of faculty used to train judges	370	375	375	375	375
Certification Academies conducted	4	4	4	4	4
Number of faculty used to train probation, detention and surveillance officers	466	500	551	500	550
Number of faculty used to train judicial staff	446	300	478	400	400
Regional training events	183	120	178	150	150
Percent of probation personnel in compliance with COJET requirements	100	100	100	100	100
Percent of total faculty used paid for services to train judges	4	5	2	5	5
Percent of total faculty used paid for services to train probation, detention and surveillance officers	2	5	3	5	5
Percent of total faculty used paid for services to train judicial staff	3	5	3	5	5
Cost per participant hours from total budget to train judges	24	20	34	30	40
Cost per participant hours from total budget to train probation, detention and surveillance officers	11	10	13	13	15
Cost per participant hours from total budget to train judicial staff	6	5	7	7	10
Total Number of Questions/Issues Received	83,000	82,000	87,021	85,000	85,000
IPS institutes conducted	2	2	2	2	2
Number of Questions/Issues Received - Urgent Priority	19	30	9	25	25
Percent of IPS officers completing the institute	100	100	100	100	100
Percent of Questions/Issues Resolved Within 1 Business Day - Urgent Priority	95	90	89	90	90
Number of Questions/Issues Received - High Priority	152	200	164	200	200
Percent of Questions/Issues Resolved Within 2 Business Days - High Priority	92	85	93	85	85
Monitoring and evaluation contacts made with state and local contacts to ensure proceedings and services follow statutes and court rules.	1,936	300	1,835	300	300
Number of Questions/Issues Received - Medium Priority	2,825	4,000	3,850	4,000	4,000
Percent of Questions/Issues Resolved Within 3 Business Days - Medium Priority	90	90	90	90	90
Percent of standard probationers ordered to pay restitution, who are paying	78	85	69	85	75
Mean cycle days receipt of request to court notification of approval/denial	5.4	10.0	8.0	10.0	10.0
Grant management budget as percent of total budget	0.73	0.73	0.73	0.73	0.73
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
Number of individuals receiving initial training	0	30	5	5	5

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Mean cycle days receipt of request to court notification of approval/denial	2	10	5	10	10
Grant management budget as percent of total budget	1	1	1	1	1
Hotline Calls	197	210	200	200	220
Number of complaints received	28	30	25	32	32
Number of complaints closed	19	25	7	29	29
Number of disciplinary actions	10	7	4	8	8
Number of days from receipt of complaint to resolution by dismissal or disciplinary action	832	500	224	350	350
Complaint case closure rate (percent)	68	83	28	100	100
Percent of complaints resolved within 22 month standard	32	90	57	100	100
Percent of diversion youth who successfully complete community restitution as assigned	92	85	92	85	90
Percent of diversion youth who successfully complete counseling as assigned	89	85	85	85	85
Percent of diversion youth who complete a Delinquency Prevention Education program as assigned	93	85	93	85	90
Percent of diversion youth who complete a Substance Abuse Education program as assigned	96	85	91	85	90
Percent of diversion youth with a subsequent petition after completion of diversion	7	10	8	10	9
Number of unique youth assigned diversion.	5,274	5,500	5,878	5,500	5,500
Current instructors receiving ongoing training	0	120	65	65	65
Automation projects funded	3	3	3	3	3
Percent of instructors indicating training programs are responsive to their needs	86	90	95	95	95
Loss prevention issues addressed in detention centers	0	0	0	0	0
Survey forms distributed	7,859	60,000	55,367	8,200	60,000
Survey forms returned	1,632	10,200	11,235	1,500	12,000

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of probation departments in compliance with 65:1 mandate	71	100	91	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	1,439	1,325	1,426	1,400	1,400
Total number of seminars/workshops	65	45	46	45	45
Total number of conferences	4	5	5	5	5
Total number of residential programs	41	55	60	50	55
Total number of broadcasts	42	20	44	40	45
Total number of computer based programs	47,663	25,000	73,856	70,000	70,000

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total number of publications	58,409	70,000	64,250	60,000	65,000
Total number of WENDELL website "hits"	58,409	70,000	64,250	60,000	65,000
Total number of materials checked out of resource library	2,326	1,200	1,318	1,200	1,400
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	100	100	N/A	100	100
Appropriate judicial officers and court personnel educated in policies and procedures that help counties effectively address the needs of domestic violence victims	660	300	1,159	300	300
Percent of JIPS probationers ordered to pay restitution who are paying	100	75	88	75	80
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	N/A	120	N/A	120	120
Complaint case closure rate (percent)	N/A	100	N/A	100	100
Percent of cases closed within standard of 22 months	N/A	100	N/A	100	100
Agency Referrals	48	50	70	75	95
Calls attributable to brochures (DES)	49	50	23	50	50
Calls attributable to other advertising	100	105	107	75	75
Number of notice of engagement letters	0	3	0	5	5
Fieldwork completed	2	3	0	5	5
Corrective Action Plans in Place	0	1	0	1	1
Number of final reports completed	0	3	0	5	5
Percent of bi-monthly school reports/fee payments reconciled monthly	99	99	99	99	99
Pamphlets, brochures and data reports distributed	455	25,000	286	600	300
Public telephone and electronic contacts	530	1,200	1,353	800	800
Website hits and social media views	92,881	1,800,000	925,484	500,000	1,000,000

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To promptly process and review certification applications and reports for issuance, renewal or denial of certification

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Complaints received	14	14	6	14	14
Complaints closed	13	14	2	14	14
Complaint case clearance rate (percent)	93	100	33	100	0
Disciplinary actions	10	7	2	2	2
Average number of days from receipt of complaint to closure	327	350	215	300	300
Percentage of complaint cases closed within 22 month standard	92	92	100	100	100

Goal: 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	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Applications received	1	5	13	6	5
Certifications granted	0	5	8	10	5
Certifications denied	0	0	0	0	0
Average number of days from receipt of complete application to decision regarding certification (Instructors)	84	60	60	60	60
Number of certified schools (end of year)	195	192	199	200	200

Agency Summary

Department of Juvenile Corrections

Doug Sargent, Cabinet Executive Officer

Phone: (602) 364-4051

A.R.S. § 41-2802

Mission:

To provide the young people in our care with evidence-based rehabilitative services that enhance their well-being and equip them with the skills and resources they need to thrive as successful members of society.

Description:

The Arizona Department of Juvenile Corrections (ADJC) is responsible for young people who are committed to its jurisdiction by county juvenile courts, as well as the administration of the Interstate Commission for Juveniles. Our agency is committed to promoting public safety by providing effective evidence-based rehabilitation for young people with multiple needs, including mental health and medical care. This includes providing developmentally appropriate treatment, pro-social activities, and education and career training to ensure continuity of those services for them as they transition back to their communities. Our accountability to the citizens of Arizona is paramount as we work to fulfill our vision and mission.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Housing	12,949.7	10,905.0	10,905.0
Rehabilitation	27,589.5	26,349.4	26,349.4
Administration	12,713.4	8,200.0	8,200.0
Total	53,252.7	45,454.4	45,454.4

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	37,954.0	31,820.8	31,820.8
Other Appropriated Funds	13,616.2	12,675.9	12,675.9
Other Non-Appropriated Funds	1,682.5	957.7	957.7
Total	53,252.7	45,454.4	45,454.4
FTE Positions	362.00	742.50	742.50

All dollar amounts are expressed in thousands, as requested by agencies.

Vision: To make Arizona's communities safer by delivering effective rehabilitative services to the young people entrusted to our care.

Mission: To provide the young people in our care with evidence-based rehabilitative services that enhance their well-being and equip them with the skills and resources they need to thrive as successful members of society.

Agency Description: The Arizona Department of Juvenile Corrections (ADJC) is responsible for young people who are committed to its jurisdiction by county juvenile courts, as well as the administration of the Interstate Commission for Juveniles. Our agency is committed to promoting public safety by providing effective evidence-based rehabilitation for young people with multiple needs, including mental health and medical care. This includes providing developmentally appropriate treatment, pro-social activities, and education and career training to ensure continuity of those services for them as they transition back to their communities. Our accountability to the citizens of Arizona is paramount as we work to fulfill our vision and mission.

Executive Summary: The Arizona Department of Juvenile Corrections (ADJC) is dedicated to serving the citizens of Arizona by providing effective rehabilitative services to the young people in our care, with the ultimate goal of building safer communities. As a public safety agency, ADJC has a critical responsibility to protect the young people entrusted to our care, our employees, and the public.

ADJC's commitment to evidence-based, developmentally appropriate and trauma-responsive programming ensures that the young people in our care receive the support they need to successfully complete their individualized goals. This, in turn, facilitates their transition into the community and empowers them to become successful members of society.

ADJC recognizes that our ability to fulfill our mission relies on attracting, coaching, and empowering a highly engaged and mission-driven workforce. Therefore, we foster a culture that values our employees and equips them with the tools and resources they need to deliver high-quality services.

By enhancing continuous quality improvement and accountability, ADJC will continue strengthening its processes and services to fulfill our mission.

#	Five Year Strategy	Start Year	Progress / Successes
1	Advance the safety of the citizens of Arizona, our employees, and the young people in our care	2018	<ul style="list-style-type: none"> Successfully addressed violent incidents through continuous incident analysis, impactful coaching with staff, and implementation of a tiered behavioral intervention program. Continued reentry initiatives, helping to support young people successfully reintegrate back into their communities.
2	Foster ADJC's culture that attracts, supports, and empowers engaged, mission-driven professionals who deliver quality services	2018	<ul style="list-style-type: none"> Implemented initiatives in response to Employee Engagement Survey results, including new shift schedules, leadership training, and improved employee communication strategies. Developed and delivered comprehensive supervisor leadership training, Equal Employment Opportunities and formal discipline training, and a supervisor toolkit to improve employee management. Successfully reduced Youth Correctional Officer (YCO) turnover and increased YCO hiring by creating an ADJC Careers Page, innovative marketing materials, recruitment cards, participation in hiring events, and 100% applicant re-engagement.
3	Advance the delivery of effective evidence-based services that are best practices for the young people in our care	2018	<ul style="list-style-type: none"> Created a Crisis Intervention Team to assist young people in our care during challenging situations, improving their safety and well-being. Consistently exceeded program delivery fidelity checks by implementing ongoing reviews and process improvements such as standard work, automation, and staff accountability. Significantly improved the quality of Temporary Stabilization Unit incident reports through systematic reviews and staff coaching, leading to more accurate and comprehensive incident reporting. The 2022-23 school schedule fostered increased student engagement, individualized programming, and effective transitions by integrating treatment, recreation, and intentional programming. Implemented a comprehensive AZYAS fidelity monitoring process, with ongoing refresher training for assessors, ensuring consistent and accurate assessments and high-quality care. Initiated participation in a certificate program, promoting justice, equity, diversity, and inclusion, demonstrating our commitment to a positive and inclusive work environment.
4	Drive continuous improvement and accountability	2023	<ul style="list-style-type: none"> Transformed the Administrative Incident Report into the Employee Information Report system, enabling supervisor empowerment in addressing incidents and executive oversight of all submissions. Deployed a new policy portal with enhanced features, improving access to policy, and ensuring compliance and accountability. Increased use of continuous improvement strategies, resulting in process enhancements and greater efficiency.

Department of Juvenile Corrections

Fiscal Year 2024 Strategic Plan 2-pager

Current Annual Focus

Strategy	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
1	Improve the safety of the young people and employees at Adobe Mountain School	<ul style="list-style-type: none"> • Average number of serious incidents (<i>breakthrough project</i>) 	<ul style="list-style-type: none"> • Reduce incidents leading to Tier II and Tier III placements through therapeutic de-escalation techniques and interventions. • Review and address any disparities in incident outcomes by units through a comprehensive review of practices, implementation of a standardized monitoring system, and provision of necessary training and resources. • Enhance relationships with agencies responsible for providing community-based services to young people, aiming to expand the range of accessible services for those transitioning back to their communities. • Implement Bridge Care workgroup initiatives aimed at improving the coordination of community intakes for services.
	Expand reentry services for young people in our care	<ul style="list-style-type: none"> • Number of available supportive community-based transitional services • Average time to participate in community-based support services after release 	
2	Foster ADJC's culture to a transformative model of care	<ul style="list-style-type: none"> • Percentage of action plan items completed (<i>breakthrough project</i>) 	<ul style="list-style-type: none"> • Establish a cross-functional workgroup comprising representatives from various bureaus and levels within the agency. • Develop a comprehensive action plan. • Establish regular communication channels, including open dialogues, staff inclusion, and opportunities for feedback, to provide updates on the plan to all staff members. • Revamp staff training and development. • Develop and promote the agency image.
3	Improve alignment with evidence-based practices in effective program delivery	<ul style="list-style-type: none"> • Percentage of Correctional Program Checklist (CPC) recommendations implemented 	<ul style="list-style-type: none"> • Provide monthly guidance and oversight to CPC recommendation owners. • Formulate a comprehensive implementation plan in accordance with the Substance Abuse and Mental Health Services Administration's (SAMHSA) TIC protocol, and establish a TIC Committee to provide ongoing oversight. • Establish an equitable and streamlined Adobe Mountain School intentional program enrollment process that matches individuals with programming that meet their specific needs. • Evaluate staff competencies in rehabilitative program delivery and provide necessary training and coaching.
	Expand implementation of principles of Trauma-Informed Care (TIC)	<ul style="list-style-type: none"> • Percentage of TIC implementation strategies completed 	
	Increase the confidence of young people to successfully reintegrate back into their communities	<ul style="list-style-type: none"> • Youth Exit Survey confidence index 	
4	Increase Continuous Improvement (CI) maturity score	<ul style="list-style-type: none"> • CI assessment score 	<ul style="list-style-type: none"> • Provide monthly guidance, training, and oversight to Bureaus on Continuous Improvement principles. • Develop and execute a comprehensive plan to ensure significant progress in developing standard work agency-wide. • Perform a comprehensive water usage assessment, formulate an efficiency and drought plan, and enforce standardized measures. • Formulate a dedicated workgroup for the creation and implementation of the Family Advisory Board.
	Increase standard work for agency core processes	<ul style="list-style-type: none"> • Percentage of core processes with standard work available 	
	Reduce water consumption at Adobe Mountain School	<ul style="list-style-type: none"> • Water usage 	
	Establish a Family Advisory Board	<ul style="list-style-type: none"> • Percentage of Family Advisory Board implementation steps completed 	

5 Year Plan

Issue: To advance the safety of the citizens of Arizona, our employees, and the young people 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 focusing on prevention and intervention and increased training for staff.

Solutions:

- Reduce incidents leading to Tier II and Tier III placements through therapeutic de-escalation techniques and interventions.
- Review and address any disparities in incident outcomes by units through a comprehensive review of practices, implementation of a standardized monitoring system, and provision of necessary training and resources.
- Enhance relationships with agencies responsible for providing community-based services to young people, aiming to expand the range of accessible services for those transitioning back to their communities.
- Implement Bridge Care workgroup initiatives aimed at improving the coordination of community intakes for services.

Issue: Foster ADJC's culture that attracts, supports, and empowers engaged, mission-driven professionals who deliver quality se

Description: Attract, retain, and develop a professional and engaged workforce to deliver quality services.

Solutions:

- Establish a cross-functional workgroup comprising representatives from various bureaus and levels within the agency.
- Develop a comprehensive action plan.
- Establish regular communication channels, including open dialogues, staff inclusions, and opportunities for feedback, to provide updates on the plan to all staff members.
- Revamp staff training and development.
- Develop and promote the agency image.

Issue: 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:

- Provide monthly guidance and oversight to CPC recommendation owners.
- Formulate a comprehensive implementation plan in accordance with the Substance Abuse and Mental Health Administration's (SAMHSA) TIC protocol, and establish a TIC Committee to provide ongoing oversight.
- Establish an equitable and streamlined Adobe Mountain School intentional program enrollment process that matches individuals with programming that meet their specific needs.
- Evaluate staff competencies in rehabilitative program delivery and provide necessary training and coaching.

Issue: Drive continuous improvement and accountability.

Description: 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:

- Provide monthly guidance, training, and oversight to Bureaus on Continuous Improvement principles.
- Develop and execute a comprehensive plan to ensure significant progress in developing standard work agency-wide.
- Perform a comprehensive water usage assessment, formulate an efficiency and drought plan, and enforce standardized measures.
- Formulate a dedicated workgroup for the creation and implementation of the Family Advisory Board.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	516.0	516.0	516.0
General Fund	31,820.8	31,820.8	31,820.8
Other Appropriated Funds	12,675.9	12,675.9	13,675.9
Non-Appropriated Funds	198.9	198.9	198.9
Federal Funds	758.8	758.8	758.8

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To foster ADJC’s culture that attracts, supports, and empowers engaged mission-driven professionals who deliver quality services

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of action plan items completed (culture)	0%	0%	0%	50.00%	50.00%

Goal: To drive continuous improvement and accountability

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
AMS maturity score	3.2	3.5	3.2	3.8	3.8
Water savings (AMS)	0	0	0	8,000	8,000
Percentage of Family Advisory Board implementation steps completed	0%	0%	0%	100.00%	100.00%

Program Summary

Housing

Doug Sargent, Director

Phone: (602) 364-4051

A.R.S. § 41-2802

Mission:

To provide the young people in our care with evidence-based rehabilitative services that enhance their well-being and equip them with the skills and resources they need to thrive as successful members of society.

Description:

The Housing program provides housing, supervision, control, health services, and institutional services for committed juveniles requiring placement in a secure facility.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	9,789.6	8,475.2	8,475.2
Other Appropriated Funds	2,307.3	1,876.8	1,876.8
Other Non-Appropriated Funds	852.8	553.0	553.0
Total	12,949.7	10,905.0	10,905.0
FTE Positions	107.00	107.25	107.25

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Secure Care Treatment

Doug Sargent, Director

Phone: (602) 364-4051

A.R.S. § 41-2802

Mission:

To provide the young people in our care with evidence-based rehabilitative services that enhance their well-being and equip them with the skills and resources they need to thrive as successful members of society.

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 an uninterrupted 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	5,561.8	4,423.4	4,423.4
Other Appropriated Funds	523.6	429.0	429.0
Other Non-Appropriated Funds	85.8	103.2	103.2
Total	6,171.2	4,955.6	4,955.6
FTE Positions	57.00	53.75	53.75

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To advance the safety of the citizens of Arizona, our employees, and the youth in our care.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average number of violent incidents	0%	0%	0%	18.00%	18.00%

Subprogram Summary

Community Care Treatment

Doug Sargent, Director
 Phone: (602) 364-4051
 A.R.S. § 41-2802

Mission:

To provide the young people in our care with evidence-based rehabilitative services that enhance their well-being and equip them with the skills and resources they need to thrive as successful members of society.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	3,448.4	2,856.0	2,856.0
Other Appropriated Funds	14.9	0.0	0.0
Total	3,463.2	2,856.0	2,856.0
FTE Positions	27.00	27.00	27.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To advance the safety of the citizens of Arizona, our employees, and the youth in our care.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of available supportive community-based transitional services	0	0	0	18	18
Average time to participate in community-based support services after release	0	0	0	14	14

Program Summary

Rehabilitation

Doug Sargent, Director

Phone: (602) 364-4051

A.R.S. § 41-2802

Mission:

To provide the young people in our care with evidence-based rehabilitative services that enhance their well-being and equip them with the skills and resources they need to thrive as successful members of society.

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	17,559.2	15,429.6	15,429.6
Other Appropriated Funds	9,671.2	10,575.2	10,575.2
Other Non-Appropriated Funds	359.2	344.6	344.6
Total	27,589.5	26,349.4	26,349.4
FTE Positions	198.00	577.75	577.75

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Facilities Support

Doug Sargent, Director

Phone: (602) 364-4051

A.R.S. § 41-2831

Mission:

To provide the young people in our care with evidence-based rehabilitative services that enhance their well-being and equip them with the skills and resources they need to thrive as successful members of society.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	5,778.6	2,532.9	2,532.9
Other Appropriated Funds	1,359.7	3,302.8	3,302.8
Other Non-Appropriated Funds	359.2	344.6	344.6
Total	7,497.5	6,180.3	6,180.3
FTE Positions	27.00	31.00	31.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To advance the delivery of effective evidence-based services that are best practices for the youth in our care.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of TIC implementation strategies completed	0%	0%	0%	100.00%	100.00%
Youth Exit Survey confidence index	0%	0%	0%	90.00%	90.00%

Subprogram Summary

Security

Doug Sargent, Director

Phone: (602) 364-4051

A.R.S. § 41-2802

Mission:

To provide the young people in our care with evidence-based rehabilitative services that enhance their well-being and equip them with the skills and resources they need to thrive as successful members of society.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	7,593.6	9,856.4	9,856.4
Other Appropriated Funds	8,311.5	6,724.0	6,724.0
Total	15,905.1	16,580.4	16,580.4
FTE Positions	154.00	523.25	523.25

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To advance the delivery of effective evidence-based services that are best practices for the youth in our care

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of Correctional Program Checklist (CPC) recommendations implemented	N/A	50.00%	20.60%	44.10%	44.10%

Program Summary

Administration

Doug Sargent, Director
Phone: (602) 364-4051
A.R.S. § 41-2802

Mission:

To provide the young people in our care with evidence-based rehabilitative services that enhance their well-being and equip them with the skills and resources they need to thrive as successful members of society.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	10,605.2	7,916.0	7,916.0
Other Appropriated Funds	1,637.7	223.9	223.9
Other Non-Appropriated Funds	470.5	60.1	60.1
Total	12,713.4	8,200.0	8,200.0
FTE Positions	57.00	57.50	57.50

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To drive continuous improvement and accountability

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of core processes with standard work	N/A	25.00%	40.50%	80.00%	80.00%

Agency Summary

State Land Department

Robyn Sahid, Cabinet Executive Officer
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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Trust Management and Revenue Generation	21,528.7	28,584.6	32,685.6
Outside Assistance and Grants	665.7	741.1	741.1
Total	22,194.4	29,325.7	33,426.7

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	13,728.9	12,980.1	17,081.1
Other Appropriated Funds	5,895.6	11,876.9	11,876.9
Other Non-Appropriated Funds	2,569.8	4,468.7	4,468.7
Total	22,194.4	29,325.7	33,426.7
FTE Positions	89.00	95.00	95.00

All dollar amounts are expressed in thousands, as requested by agencies.



FY 2024 Strategic Plan and Annual Objectives

July 15, 2023

Vision: A proactive, customer service focused organization that acts on key priorities designed to produce optimal outcomes for the Beneficiaries and the State.

Mission: To responsibly manage the assets of a perpetual trust in alignment with the interests the beneficiaries and the State.

Agency Description: The State Land Department manages more than 9 million acres State Trust land (STL) and resources on behalf 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 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.

Our strategic priorities are:

- Building a more resilient, innovative and prosperous Arizona through proactive, strategic planning efforts
- Reducing unnecessary bureaucracy and increasing transparency
- Maximizing the value of the Trust portfolio

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Summary 5 Year Strategic Goals

#	Multi-Year Goal	Year Started	Progress & Major Successes
1	Customer Service Through Continuous Improvement	2018 <i>Updated 2023</i>	<ul style="list-style-type: none"> • 100% services are available on-line • Reduced rework in internal processes • Implemented interactive web portals to administer customer interactions
2	Continue to Increase the Value the Trust Portfolio	2018 <i>Updated 2022</i>	<ul style="list-style-type: none"> • Record land sales in FYs 2021 & 2022 • Implemented Zoning Banks in several cities to accelerate land entitlement • Concluded all bankruptcy claim and lawsuits related to Desert Ridge property
3	Implement Non-Urban Land Mgmt. System	2022	<ul style="list-style-type: none"> • Established agreements with other State Agencies to manage non-urban lands • Developed framework to catalog, review and assess compatibility competing recreational interests on non-urban lands
4	Implement Water Assets Mgmt. System	2022	<ul style="list-style-type: none"> • Developed digital tools and interfaces to better manage Water Rights • Established a robust operating system for well inspections
5	Reduce Conflicting Stakeholder Uses on STL	2022	<ul style="list-style-type: none"> • Completed study to identify locations for Solar energy infrastructure on STL • Initiated studies to evaluate mineral and other subsurface asset values on STL

#	FY24 Annual Objectives	Metrics	Annual Initiatives
1	Improve agency transparency and public perception	<ul style="list-style-type: none"> • Rule revisions approved by GRRC • Revised website & portals released • Inquiry response time reduced • Lease boilerplates updated 	<ul style="list-style-type: none"> • Review and update Rules: Section 12 / Chapter 5 • Update agency website and customer portals to clearly identify processes, procedures, FAQs and application review times • Analyze inquiry database to identify opportunities for improved stakeholder engagement and customer service • Conform the standard lease language and acceptance criteria with the rule revisions and the Governor's policies
1	Increase the response time and efficiency agency operations	<ul style="list-style-type: none"> • OASIS system taken offline • No. of positions created • No. of succession gaps identified 	<ul style="list-style-type: none"> • Complete OASIS to Salesforce transition project • Identify, create and recruit key customer support positions • Research implementation a 3rd party insurance monitor • Simplify the lease and permit application processes • Begin succession planning work
2	Maximize revenue streams	<ul style="list-style-type: none"> • Achieve AG's audit schedule • No. rate tables reviewed • No. new zoning banks enacted 	<ul style="list-style-type: none"> • Support Auditor General's Performance Audit ASLD • Continue evaluation of rental rates for all leases & permits • Continue creation Zoning Banks
3	Improve the management and administration non-Urban Lands	<ul style="list-style-type: none"> • MOUs signed • Established standards & protocols • No. STL acres treated by DFFM 	<ul style="list-style-type: none"> • Enter into MOUs with ASMI and ASPT • Develop an encampment mgmt. plan consistent with the Governor's goals • Lead development of statewide standards for Field Safety Equip. & Training • Increase target wildfire mitigation opportunities with DFFM
4	Align ASLD's water processes with Governor's policies and priorities <BREAKTHROUGH>	<ul style="list-style-type: none"> • Data tables updated • Complete studies • Create a draft legal instruments 	<ul style="list-style-type: none"> • Implement Water Rights Digital tools developed in FY23 • Complete consultant studies of groundwater basins • Evaluate creation of separate legal instruments for water use on STL
5	Pursue proactive land use efforts	<ul style="list-style-type: none"> • Phase 3 project milestones • Phase 4 project milestones • Solar process materials published 	<ul style="list-style-type: none"> • Complete the hydrology studies for Superstition Vistas Planning Area • Continue land use and conservation suitability analysis in strategic areas

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	131.7	131.7	131.7
General Fund	17,080.0	17,080.0	17,080.0
Other Appropriated Funds	11,870.0	11,870.0	11,870.0
Non-Appropriated Funds	4,500.0	4,500.0	4,500.0

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	13,339.5	12,590.7	16,691.7
Other Appropriated Funds	5,715.6	11,616.3	11,616.3
Other Non-Appropriated Funds	2,473.6	4,377.6	4,377.6
Total	21,528.7	28,584.6	32,685.6
FTE Positions	89.00	95.00	95.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Improve Customer Service through Continuous Improvement

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of on-call professional service contracts issued	75	75	59	N/A	0
Update Website and Customer Portals	1,000	500	N/A	5	5
Transition legacy OASIS system to Salesforce	N/A	N/A	2	2	0
Update Rules- Title 12/Chapter 5	2,100	2,100	N/A	25	TBD
Conform standard Lease Language and Acceptance Criteria	2,100	2,100	N/A	10	10

Goal: Continue to increase the Value of Trust Portfolio

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of Zoning Banks established	2	1	1	1	1
Complete Sunset Review and Performance Audit	479,000	600,000	N/A	1	1
Evaluate Lease Rates by Section	29	30	N/A	2	2

Goal: To Implement a Non-Urban Land Management System

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of MOU's and ISA's with other Natural Resource agencies established	163	240	3	3	2
Number of acres of Trust Land treated	0	1,000	12,058	7,200	0
Number of trespass patrols performed	181	200	193	200	0

Goal: To implement a Water Assets Management System

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Complete Consultant Studies of Groundwater Basins	5	5	2	2	1
Number of wells inspected	163	240	142	240	0
Number of water usage reports collected	N/A	100	0	200	0
Create Separate Legal Instrument for Water Use on STL	N/A	5	N/A	1	1

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Legislative Council	7,513.2	9,607.7	9,607.7
Total	7,513.2	9,607.7	9,607.7

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	7,481.0	9,507.7	9,507.7
Other Non-Appropriated Funds	32.1	100.0	100.0
Total	7,513.2	9,607.7	9,607.7

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

All dollar amounts are expressed in thousands, as requested by agencies.

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	7,481.0	9,507.7	9,507.7
Other Non-Appropriated Funds	32.1	100.0	100.0
Total	7,513.2	9,607.7	9,607.7
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide timely and accurate processing of all work products.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of positive survey ratings regarding accuracy of bill drafting	99	100	0	100	0
Percent of positive survey ratings regarding timeliness of bill drafting	99	100	0	100	0
Percent of positive survey ratings regarding accuracy of legal research	99	100	0	100	0
Percent of positive survey ratings regarding timeliness of legal research	99	100	0	100	0
Number of individuals assisted	6,601	0	0	0	0

Goal: To increase awareness of Legislative Council's functions among legislators, legislative staff, state agencies and lobbyists.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of survey respondents indicating awareness of Legislative Council's bill drafting function	99	100	0	100	0

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of survey respondents indicating awareness of Legislative Council's legal research function	97	98	0	99	0
Percent of notices of investigation sent within 30 days	99	0	0	0	0
Percent of investigations completed within 3 months	99	0	0	0	0
Percent of citizens responding "strongly agree" or "agree" to timeliness question on customer satisfaction survey	90	0	0	0	0
Percent of initial responses to citizen inquiries made within two business days	93	0	0	0	0

Goal: To increase the comfort level of all legislative computer users through training and support.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of positive survey ratings regarding accuracy of computer help desk	97	98	0	99	0
Percent of positive survey ratings regarding timeliness of computer help desk	96	97	0	98	0
Percent of recommendations accepted by agencies	95	0	0	0	0

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
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Total

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To help more citizens redress their legitimate grievances with state agencies.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of citizens responding "agree" or "strongly agree" to courtesy question on survey	93	0	0	0	0
Percent of citizens responding "strongly agree" or "agree" to impartially question on the customer satisfaction survey	88	0	0	0	0

Agency Summary

Department of Liquor Licenses and Control

Ben Henry, Cabinet Executive Officer

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 regulates licensure, 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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administration	4,889.9	1,578.5	5,916.9
Investigations	5,576.9	3,933.7	8,737.6
Licensing	1,343.7	1,884.5	2,150.3
Total	11,810.5	7,396.7	16,804.7

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	10,484.0	5,749.3	15,157.3
Other Non-Appropriated Funds	1,326.5	1,647.4	1,647.4
Total	11,810.5	7,396.7	16,804.7
FTE Positions	50.00	58.00	83.00

All dollar amounts are expressed in thousands, as requested by agencies.

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.

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. Supporting rules are in Arizona Administrative Code, Title 19.

The Department is an appropriated self-funded agency. The revenue of the agency is divided up to the General Fund, DLLC Budget Fund, Counties and other state agencies. In FY2023, it collected \$23,594,089; \$11.5 million went to the General Fund, \$427,287 to Counties, \$174,008 to state agencies and approximately \$10,612,500 to the Department's budget.

Executive Summary:

The Department's strategic plan aligns with Governor Hobbs' priority of economic growth and workforce to grow the economy and set our state up for long-term prosperity.

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. Continued application of AMS is certain to result in further process improvement wins.

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.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Improving IT technology tools	2021	Modified 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. New systems anticipated for 2024.
2	Improve workplace environment	2022	Aggressive recruitment and tactics filled many vacant positions thus increasing work production and decreasing the workload for many employees in FY22. New office space in Tucson and Flagstaff, renovating the Phoenix office, pay adjustments given to some employees in FY22, year end bonuses in FY23, and anticipated pay adjustments in FY24. Additional position requests in future budgets and staffing will be a priority in FY24-FY25.
3	Simplify Title IV, administrative rules and create Department policies	2022	Changes to Title 4 to be implemented in FY24 from 2023 HB2223. Three rule packages will be submitted in FY2024 to update antiquated rules and create new ones required by statute. Additional policies and procedures will be created that document workflow and security as recommended by the Auditor General's audit.
4	Enhance Department's efficiency	2023	New leadership priorities are reflected in the 2024 strategic plan. The focus is the key areas of compliance (1), investigations (2), licensing (3), and IT (4) to enhance the efficiency overall. Restructuring of roles, assignments, and priorities will be implemented to increase work production, promote economic growth and protect the public.

Department of Liquor Licenses and Control

Fiscal Year 2024 Strategic Plan 2-pager

Current Annual Focus

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
1	Review and revision to Title 19 as it relates to Liquor Laws.	<ul style="list-style-type: none"> Number of proposed rule improvements or technical corrections needed. 	<ul style="list-style-type: none"> Conduct thorough research into conflicting and or outdated rules relating to liquor. Solicit feedback from stakeholders and develop appropriate language corrections.
1	Improve response to public records requests.	<ul style="list-style-type: none"> Percentage of requests complete. Number of days to process and respond. 	<ul style="list-style-type: none"> Process requests and send a response within 10 business days from receipt. Streamline efficiency opportunities in record request fulfillment.
2	Develop a Trade Squad handling increasing violations of Direct to Consumer (DTC) Shipments. (Breakthrough)	<ul style="list-style-type: none"> Number of details completed. Number of officers trained. 	<ul style="list-style-type: none"> Complete one DTC compliance detail per quarter to ensure all levels of the 3 tier system are in compliance and collect pertinent data for reporting. Create and implement a process with the Department of Revenue to ensure appropriate tax revenue is collected.
2	Enhance capabilities to collaborate with law enforcement agencies statewide to provide increased public safety as it relates to alcohol.	<ul style="list-style-type: none"> Number of cases worked. 	<ul style="list-style-type: none"> Assign a Special Agent to the HIDTA DEA Task Force. Work to decrease reporting times in reference to violent incidents at licensed locations.
2	Increase outreach opportunities to enhance community engagement and awareness.	<ul style="list-style-type: none"> Number of presentations completed. 	<ul style="list-style-type: none"> Increase investigators in the Education and Prevention Unit. Continue robust relationship with AHCCCS to obtain more grant funding for outreach initiatives.
3	Promote consumer confidence and organizational health and longevity.	<ul style="list-style-type: none"> Percentage of project milestones completed. Number of communications to the public. 	<ul style="list-style-type: none"> Increase transparency on operations and outcomes through our website. Address audit concerns, state security requirements tied to CJIS compliance, FEDRamp, certification, written standard work in the form of policies and procedures, and records retention.
3	Enrich people; transform performance.	<ul style="list-style-type: none"> Percentage of employee retention. Number of vacant positions filled. Number of internal promotions. 	<ul style="list-style-type: none"> Invest in ongoing training for staff through state resources, conferences, and more efficient software. Reevaluate internal assignments for promotions and growth within the agency.
4	Update and implement information technology systems.	<ul style="list-style-type: none"> Percentage of project milestones completed. Number of e-filed applications. Percentage of cost savings on paper. 	<ul style="list-style-type: none"> Address system gap issues, such as Investigations RMS, licensing tool omissions, access to records, improved reporting, and a systems approach to integrating applications. Reduce reliance on paper document processing and establish new processes for when to use paper. Update internal procedures for electronic document management system. Expand work from home capability to everyone in agency with equipment and VPN.

5 Year Plan

Issue: Improving IT Technology Tools

Description: Modified 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. New systems anticipated for 2024.

Solutions:

Address system gap issues, such as Investigations RMS, licensing tool omissions, access to records, improved reporting, and a systems approach to integrating applications. Reduce reliance on paper document processing and establish new processes for when to use paper. Update internal procedures for electronic document management system. Expand work from home capability to everyone in agency with equipment and VPN.

Issue: Improve Workplace Environment

Description: Aggressive recruitment and tactics filled many vacant positions thus increasing work production and decreasing the workload for many employees in FY22. New office space in Tucson and Flagstaff, renovating the Phoenix office, pay adjustments given to some employees in FY22, year end bonuses in FY23, and anticipated pay adjustments in FY24. Additional position requests in future budgets and staffing will be a priority in FY24-FY25.

Solutions:

Increase transparency on operations and outcomes through our website. Address audit concerns, state security requirements tied to CJIS compliance, FEDRamp. certification, written standard work in the form of policies and procedures, and records retention. Invest in ongoing training for staff through state resources, conferences, and more efficient software. Reevaluate internal assignments for promotions and growth within the agency.

Issue: Simplify Title IV, Administrative Rules and Create Department Policies

Description: Changes to Title 4 to be implemented in FY24 from 2023 HB2223. Three rule packages will be submitted in FY2024 to update antiquated rules and create new ones required by statute. Additional policies and procedures will be created that document workflow and security as recommended by the Auditor General’s audit.

Solutions:

Conduct thorough research into conflicting and or outdated rules relating to liquor. Solicit feedback from stakeholders and develop appropriate language corrections. Process requests and send a response within 10 business days from receipt. Streamline efficiency opportunities in record request fulfillment.

Issue: Enhance Department’s Efficiency

Description: New leadership priorities are reflected in the 2024 strategic plan. The focus is the key areas of compliance, investigations, licensing, and IT to enhance the efficiency overall. Restructuring of roles, assignments, and priorities will be implemented to increase work production, promote economic growth and protect the public.

Solutions:

Assign a Special Agent to the HIDTA DEA Task Force. Work to decrease reporting times in reference to violent incidents at licensed locations. Increase investigators in the Education and Prevention Unit. Continue robust relationship with AHCCCS to obtain more grant funding for outreach initiatives.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	89.0	93.0	98.0
Other Appropriated Funds	11,433.7	12,005.4	12,605.7
Non-Appropriated Funds	1,615.7	1,679.3	1,742.1

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Update and implement information technology systems.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of risk areas mitigated- IT solutions	0%	0%	0%	100%	100%

Goal: Enrich people; transform performance.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Reduce percent of agency on-site hours	0%	0%	94%	90%	90%
Increase vulnerability management score	0	0	697	725	725
Reduce number of regrettable employee losses	0	0	9	8	8
Percent of capital improvement project milestones completed	0%	0%	0%	100%	100%

Program Summary

Administration

Gino Duran, Assistant Director / General Counsel
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, 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	4,889.9	1,553.6	5,892.0
Other Non-Appropriated Funds	0.0	24.9	24.9
Total	4,889.9	1,578.5	5,916.9
FTE Positions	8.00	10.00	15.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Review and revision to Title 19 as it relates to liquor laws.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Prelitigation compliance case resolution timeframe	93	47	0	60	60

Goal: Improve response to public records requests.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of public records requests processed in 10 days	0%	0%	0%	94%	94%

Program Summary

Investigations

Brian Issitt, Deputy Director
Phone: (602) 364-1952
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. The investigators provide training and support to local law enforcement agencies enhancing their ability to enforce liquor laws, maintains an investigative database accessible to police agencies, and conducts covert operations. Additionally, this division conducts routine liquor inspections of licensed establishments and conducts criminal background checks through fingerprint records of individuals associated with liquor licenses as required by law. Wrong way driver incidents involving alcohol impairment is also investigated by the Department's special agents. The DLLC liaisons with state and federal law enforcement agencies, as well as city, town, tribal police, and sheriff's offices. The Audit Unit conducts compliance reviews of restaurant and hotel license-types as required by law.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	4,296.4	2,764.1	7,568.0
Other Non-Appropriated Funds	1,280.5	1,169.6	1,169.6
Total	5,576.9	3,933.7	8,737.6
FTE Positions	28.00	30.00	47.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Develop a Trade Squad handling increasing violations of Direct to Consumer (DTC) Shipments.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Days to complete a site inspection	25	30	18	30	30
Number of trade practice cases	0	0	2	24	24

Goal: Enhance capabilities to collaborate with law enforcement agencies statewide to provide increased public safety as it relates to alcohol.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of high profile complaints closed within 45 days	31%	35%	70%	75%	75%
Number of collaborative acts- other police	0	0	150	200	200

Goal: Increase outreach opportunities to enhance community engagement and awareness.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of alcohol sales to underage	23%	20%	16%	20%	20%
Number of outreach activities	375	335	600	750	750

Program Summary

Licensing

Jeffery Trillo, Assistant Director
 Phone: (602) 542-1988
 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 is responsible for issuing liquor licenses to qualified applicants and is operated by license coordinators and records unit staff. License coordinators 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	1,297.7	1,431.6	1,697.4
Other Non-Appropriated Funds	46.0	452.9	452.9
Total	1,343.7	1,884.5	2,150.3
FTE Positions	14.00	18.00	21.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Promote consumer confidence and organizational health and longevity.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Days to process Licensing application- series 6	N/A	100	69	75	75
Days to process licensing application- series 7	N/A	100	65	75	75
Days to process licensing application- series 9	N/A	100	69	75	75
Days to process licensing application- series 10	0	0	66	75	75
Days to process licensing application- series 12	0	0	68	75	75
Licensing staff time with walk-in customers	19	20	17	20	20
Percent of customers submitting complete and accurate forms	74%	85%	80%	85%	85%

Agency Summary

Local Government

Phone: () -
,

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Lottery

Alec E. Thomson, Cabinet Executive Officer
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 maximizes revenue through the sale of products on behalf of Arizona taxpayers and in support of its beneficiaries as defined by statute. An advisory commission and executive director appointed by the Governor, oversee operations, including product development and product sales through licensed retailers, providing players with entertaining, rewarding games of chance that make a difference in Arizona.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Lottery	2,209,404.3	2,440,163.9	2,444,163.9
Total	2,209,404.3	2,440,163.9	2,444,163.9

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	171,835.8	188,761.9	192,761.9
Other Non-Appropriated Funds	2,037,568.5	2,251,402.0	2,251,402.0
Total	2,209,404.3	2,440,163.9	2,444,163.9
FTE Positions	64.00	98.80	98.80

All dollar amounts are expressed in thousands, as requested by agencies.

Vision: Recognized as the first choice for gaming entertainment, while serving the State of Arizona.

Mission: To support Arizona programs for the public benefit by maximizing net revenue in a responsible manner.

Agency Description: The Arizona Lottery maximizes revenue through the sale of its products on behalf of Arizona taxpayers and in support of its beneficiaries as defined by statute. An advisory commission and executive director appointed by the Governor oversee operations, including product development and product sales through licensed retailers, providing players with entertaining, rewarding games of chance that make a difference in Arizona.

Executive Summary: In support of our vision to be Arizona’s first choice for gaming entertainment, five strategic priorities have been identified to maximize beneficiary transfers and long-term impact:

- 1. People Development:** The agency’s most important resource is its employees. Investing in our a culture of continuous improvement is paramount.
- 2. Retailer Impact:** Strengthening partnerships with Lottery retailers and vendors will be critical to driving sales and maximizing returns to beneficiaries.
- 3. Player Engagement:** An increasingly competitive gaming industry in Arizona will require continuous innovation and investment in product development and promotion to engage current and future players.
- 4. System Modernization:** The Arizona Lottery’s vendor contracts are scheduled to expire in 2026, preparation for the upcoming conversion and modernization process is currently underway and will continue to be a top priority.
- 5. Impact to Arizona:** The Arizona Lottery has contributed over \$5 Billion in support of public services since inception, maximizing revenue will remain fundamental to our success.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	People Development	2024	<ul style="list-style-type: none"> Prior strategic plans focused on increasing employee engagement scores, increasing alignment with AMS practices FY23 employee engagement survey showed continued high overall engagement (85%) and minimal growth compared with FY22, efforts in process to address lower areas Employee feedback indicated certain AMS practices require refinement to achieve engagement goals
2	Economical Impact to Retailers	2024	<ul style="list-style-type: none"> Retailer satisfaction study in FY23 showed high overall retailer satisfaction (93%) with opportunities for improvement, particularly for vending machines Engaged vending machine operator, Scientific Games, to create a vending machine task force to improve performance Operational improvements have not yet achieved performance targets for successful ticket dispensing Record FY23 sales generated ~\$100M in retailer commissions
3	Player Engagement & Innovative Games	2024	<ul style="list-style-type: none"> Recent efforts focused on implementing new products and platforms to increase player engagement Successful launches of new products in FY22-23, including Quick Draw, Lucky Lounge, Ultimate Playlist, Scratch & Scan Initial revenue from new products has fallen short of expectations, indicating the need for product enhancements, reconsideration, and increased focus on core products
4	Lottery’s Game Management Systems and Back-office Modernization	2023	<ul style="list-style-type: none"> 100% of 2026 Request for Proposal (RFP) tasks completed on time per the project schedule thru EOY FY23 Issued Request for Information (RFI), received responses from 14 different vendors; continuing RFP development Completed current state documentation for existing business processes tied to gaming & back office systems
5	Impact to Arizona	2024	<ul style="list-style-type: none"> FY23 produced record sales of over \$1.5B, thanks to several large jackpots in multi-state Powerball & Mega Millions games Beneficiary transfers expected to top \$300M for FY23 FY24 projections expect declining revenue due to random nature of large jackpots and increased gaming competition

Arizona Lottery

Fiscal Year 2024 Strategic Plan

Current Annual Focus

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
1	People Development	<ul style="list-style-type: none"> Number of employee skip-level meetings conducted Number of efforts supporting increased communication and collaboration between supervisors and direct reports Number of professional development opportunities completed Increase to annual employee engagement survey results Annual employee retention rate (internal and contractor) Percentage of vacant positions filled within 60 days 	<ul style="list-style-type: none"> Perform skip-level meetings with all employees to identify priority areas for improved employee engagement Align Lottery operations and culture to the Arizona Operational Excellence (OpEx) continuous improvement practices; include key vendor partners Strengthen supervisor/employee relations through a series of communication and engagement strategies and policy updates Build a program to improve employee recruitment and retention rates (including internal and contractor positions)
2	Economic Impact to Retailers	<ul style="list-style-type: none"> Number of vending machine failed burster events Percentage of available retailers who are offering an in-lane sales solution Percentage of available vending machines and other Lottery equipment installed at a retailer location Percentage of Lottery-In-Motion (LIM) effectiveness research study completed according to plan 	<ul style="list-style-type: none"> Engage Scientific Games to improve vending machine performance issues Retailer penetration and execution of in-lane, Scratch and Scan and Quick Card products Increase distribution of available vending machines and other Lottery sales equipment Leverage retail and merchandising efforts to educate players Engage chain retailers in development of consumer/product journey mapping to identify opportunities for improvement
3	Player Engagement & Innovative Games	<ul style="list-style-type: none"> Year-over-year increase in promotional campaign sales Year-over-year increase in players club special promotions engagement rates Engagement and conversion rates of Lucky Lounge new users Number of patents and/or trademarks registered Number of non-traditional retailers licensed and actively selling Lottery products 	<ul style="list-style-type: none"> Provide greater relevance to players through traditional game development and innovation Develop growth and revenue goals for emerging product lines (Quick Draw, Ultimate Playlist, Lucky Lounge) Build strategy to monetize Players Club with data Build process for leveraging Players Club segmentation Provide Arizona Lottery's player base with promotions that surprise and delight Secure intellectual property rights for Lottery products
4	Lottery's Game Management Systems and Back Office Modernization	<ul style="list-style-type: none"> Percentage of 2026 Request for Proposal (RFP) action items completed on time per the project schedule (breakthrough) Percentage of Data Management Roadmap action items completed on time per the project schedule Percentage of IT cloud objectives completed on time per the project schedule Percentage of Lottery AZ360 users trained according to plan Number of vendor KPIs trending in green (SG & Pollard) 	<ul style="list-style-type: none"> Conduct 2026 game management & back-office system RFP and system conversion project (breakthrough) Develop plan to implement State Data Governance policies Continue implementing IT cloud computing initiatives Support the implementation and user training for AZ360 Improve collaborative processes and communication with Arizona Lottery vendors
5	Impact to Arizona	<ul style="list-style-type: none"> Total beneficiary transfer dollars (breakthrough) Growth rate of Lottery product sales Percentage of beneficiary and community engagement objectives completed according to project plan Monthly earned media value 	<ul style="list-style-type: none"> Grow funds delivered to Lottery beneficiaries (breakthrough) Grow Lottery sales across existing product lines Identify new sources of revenue that increase revenue and support the resilience of the Arizona Lottery Expand collective impact efforts with beneficiaries Increase public's awareness of Arizona Lottery's mission

5 Year Plan

Issue: People Development

Description: Prior strategic plans focused on increasing employee engagement scores, increasing alignment with AMS practices.

FY23 employee engagement survey showed continued high overall engagement (85%) and minimal growth compared with FY22, efforts in process to address lower areas.

Employee feedback indicated certain AMS practices require refinement to achieve engagement goals.

Solutions:

- Perform skip-level meetings with all employees to identify priority areas for improved employee engagement..
- Align Lottery operations and culture to the Arizona Operational Excellence (OpEx) continuous improvement practices; include key vendor partners.
- Strengthen supervisor/employee relations through a series of communication and engagement strategies and policy updates.
- Build a program to improve employee recruitment and retention rates (including internal and contractor positions).

Issue: Economic Impact to Retailers

Description: Retailer satisfaction study in FY23 showed high overall retailer satisfaction (93%) with opportunities for improvement, particularly for vending machines.

Engaged vending machine operator, Scientific Games, to create a vending machine task force to improve performance.

Operational improvements have not yet achieved performance targets for successful ticket dispensing.

Record FY23 sales generated ~\$100M in retailer commissions.

Solutions:

- Engage Scientific Games to improve vending machine performance issues.
- Retailer penetration and execution of in-lane, Scratch and Scan and Quick Card products.
- Increase distribution of available vending machines and other Lottery sales equipment.
- Leverage retail and merchandising efforts to educate players.
- Engage chain retailers in development of consumer/product journey mapping to identify opportunities for improvement.

Issue: Player Engagement & Innovative Games

Description: Recent efforts focused on implementing new products and platforms to increase player engagement.

Successful launches of new products in FY22-23, including Quick Draw, Lucky Lounge, Ultimate Playlist, Scratch & Scan.

Initial revenue from new products has fallen short of expectations, indicating the need for product enhancements, reconsideration, and increased focus on core products.

Solutions:

- Provide greater relevance to players through traditional game development and innovation.
- Develop growth and revenue goals for emerging product lines (Quick Draw, Ultimate Playlist, Lucky Lounge).
- Build strategy to monetize Players Club with data.
- Build process for leveraging Players Club segmentation..
- Provide Arizona Lottery's player base with promotions that surprise and delight.
- Secure intellectual property rights for Lottery products.

Issue: Lottery's Game Management Systems and Back-Office Modernization

Description: 100% of 2026 Request for Proposal (RFP) tasks completed on time per the project schedule thru EOY FY23.

Issued Request for Information (RFI), received responses from 14 different vendors; continuing RFP development.

Completed current state documentation for existing business processes tied to gaming & back office systems.

Solutions:

- Conduct 2026 game management & back-office system RFP and system conversion project (breakthrough).
- Develop plan to implement State Data Governance policies.
- Continue implementing IT cloud computing initiatives.
- Support the implementation and user training for AZ360.
- Improve collaborative processes and communication with Arizona Lottery vendors.

Issue: Impact to Arizona

Description: FY23 produced record sales of over \$1.5B, thanks to several large jackpots in multi-state Powerball & Mega Millions games.

Beneficiary transfers expected to top \$300M for FY23.

FY24 projections expect declining revenue due to random nature of large jackpots and increased gaming competition.

Solutions:

- Grow funds delivered to Lottery beneficiaries (breakthrough).
- Grow Lottery sales across existing product lines.
- Identify new sources of revenue that increase revenue and support the resilience of the Arizona Lottery.
- Expand collective impact efforts with beneficiaries.
- Increase public's awareness of Arizona Lottery's mission.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	98.8	98.8	98.8
Other Appropriated Funds	191,338.0	195,948.0	200,687.0
Non-Appropriated Funds	2,059,459.0	2,116,848.0	2,175,879.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve employee engagement.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average monthly agency on-site work hours (percent)	41.0%	45.0%	36.4%	45.0%	45.0%
Number of professional development opportunities completed	1,392	900	1,395	900	1,000
Percentage of Game Changer (employee innovation) program implemented per plan	0%	0%	0%	100%	100%
Percentage of new employee onboarding bootcamp program developed per project plan	N/A	100%	100%	0%	0%

Goal: To improve Lottery back office operations

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent improvement in public facing vendor incidents (year-over-year)	0%	0%	0%	30%	27%
Percentage of 2026 Request for Proposal (RFP) action items completed on time per project plan	N/A	100%	100%	100%	100%
Number of vendor incident reports submitted	N/A	36	21	0	0
Percentage of vendor key performance indicators (KPIs) trending in green	N/A	100	90	0	0

Goal: To improve the retailer experience.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of corporate retailers activating new games within 5 days of launch (12-month average)	N/A	70.5%	65.1%	80.0%	85.0%
Percentage of product vending machines deployed	189%	99%	68%	100%	100%
Number of Route Sales Specialist (RSS) service calls placed to Scientific Games hotline	750	528	621	0	0
Total number of retailer compliance inspections	1,832	1,800	1,825	0	0

Goal: To strengthen and retain the player base.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average monthly Players Clubs engagement rates (percent)	20.0%	20.0%	18.5%	14.8%	15.0%
Dollar amount of Quick Draw sales (in millions)	\$1.7	\$4.4	\$2.6	\$0	\$0

Goal: To increase Lottery impact in the State of Arizona

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Beneficiary transfer dollars (in millions)	\$233.3	\$270.0	\$235.8	\$277.7	\$277.7
Dollar amount of draw game sales (in millions)	\$311.2	\$281.5	\$438.3	\$318.6	\$318.6
Dollar amount of instant ticket sales (in millions)	\$1,043.2	\$1,104.4	\$1,078.4	\$1,131.4	\$1,131.4
Total Lottery sales (in millions)	\$0	\$0	\$1,516.7	\$1,450.0	\$1,450.0
Number of speaking engagements	36	34	59	0	0

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Board of Massage Therapy	583.3	599.0	599.0
Total	583.3	599.0	599.0

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	583.3	599.0	599.0
Total	583.3	599.0	599.0
FTE Positions	5.00	5.00	5.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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 stakeholders seeking input.

Issue: 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 the State Procurement Office (SPO) 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: 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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	8.0	8.0	8.0
Other Appropriated Funds	599.0	599.0	599.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To efficiently process license applications.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average number of days to process a renewal application.	14	10	15	15	15
Average number of days to process an initial license application.	40	40	40	40	40
Massage therapy applications received for initial licensure and biennial renewal.	6,650	6,600	6,600	7,200	7,800

Goal: To investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average number of days to resolve a massage therapy complaint	80	80	100	100	100
Complaints received against massage therapists	246	325	128	180	230
Complaints resolved in the fiscal year.	196	225	84	121	161

Agency Summary

Arizona Medical Board

Patricia E. McSorley, Executive Director

Phone: (480) 551-2720

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing, Regulation, & Rehabilitation	7,852.6	8,143.6	8,658.0
Total	7,852.6	8,143.6	8,658.0

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	7,852.6	8,143.6	8,658.0
Total	7,852.6	8,143.6	8,658.0
FTE Positions	51.10	61.50	61.50

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Investigate and resolve pending complaints within 180 days as recommended by the Auditor General’s guidelines

Description: The Agency is continuing to receive a large volume of complaints and is continuously reassessing its processes to introduce methods that will allow for a more expeditious resolution of complaints. In FY 22 the Agency opened 1233 cases and completed 1,160 investigations in FY23. The efforts to meet the Auditor General’s guidelines have been stymied by the high turnover in the investigator positions and the need for increased funding to hire and retain qualified investigators

Solutions:

1. Hire four full-time investigator positions as employees of the State of Arizona. A decision package to increase the Agency’s FY25 appropriation for this purpose is pending.
2. Incentivize and reward investigator performance to retain qualified medical board investigators. A decision package to increase the Agency’s FY25 appropriation for this purpose is pending.
3. Continue the process of reevaluation and assessment of the investigative process to reduce administrative tasks that may be assigned to administrative support staff to allow for investigative staff to focus on more substantive tasks such as interviewing witnesses, reviewing and analyzing documents and report writing.

Issue: The Creation and the Utilization of Agency Dashboards to Provide Improved Access to Agency Data

Description: With the modernization of its IT platform, the Agency will create and utilize additional dashboards to provide at-a glance visibility for Agency data related to licensing, investigations, and personnel data. In FY23, the Agency created a dashboard to view and analyze its financial data using the newest available technology. This dashboard interfaces and obtains data from the Arizona Department of Administration. The financial dashboard has allowed for up-to-date information leading to improved decision making.

Solutions:

1. . Work with IT Department to plan and execute an Agency dashboard for data related to licensing, investigations, and personnel.
2. Utilize the dashboard to review progress, improve decision making and set departmental goals.

Issue: To Continue to cooperate with Agency Partners to disseminate and provide information and data related to healthcare and

Description: The Agency maintains data that is useful for those involved in healthcare and regulation to set policies and make informed decisions using Agency data. The Agency will continue to provide its partners with requested data and use available internal communication tools to inform Agency licensees of important information related to healthcare.

Solutions:

1. Continue to work with the Pharmacy Board to gain licensee compliance in reviewing data from the Prescription Monitoring Program (PMP) prior to prescribing controlled substances.
2. In FY 24, the Agency will collaborate with the Department of Health Services and other health regulatory boards to implement the Health Professional Workforce Data Repository.
3. Continue to disseminate regulatory and healthcare information to Agency licensees to educate and inform licensees of important developments.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	55.1	55.1	55.1
Other Appropriated Funds	8,483.6	8,483.6	8,483.6

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of public awareness activities, training opportunities, and other public notifications published on the Board website or transmitted to licensees via e-mail blasts.	22	18	5	16	16

Agency Summary

State 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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Mining Safety Enforcement	1,215.2	1,884.5	2,484.5
Abandoned Mines	912.5	825.4	825.4
Education and Training - Federal Grant	445.2	539.3	539.3
Mined Land Reclamation	54.5	181.8	181.8
Total	2,627.4	3,431.0	4,031.0

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	2,127.7	2,778.8	3,378.8
Other Appropriated Funds	54.5	112.9	112.9
Other Non-Appropriated Funds	445.2	539.3	539.3
Total	2,627.4	3,431.0	4,031.0
FTE Positions	19.00	20.00	20.00

All dollar amounts are expressed in thousands, as requested by agencies.

Issue: Agency Antiquated Database

Description: Summary:

The office of the Arizona State Mine Inspector takes is initiating a project that will allow the agency to better fulfill its mission of protecting Arizona’s miners and citizens”. This document serves to outline the background of the organizations and how a partnership between ASMI and Mastek will lead to operational efficiencies, increased safety, access to data and an ability to scale operations via a future-proof technology platform.

Background:

The ASMI is committed to safety and protecting the lives of Arizona’s miners and citizens. With a rich history of serving its mission throughout Arizona, the mine inspector and its staff operate in office and field locations fulfilling the duties and respective operations of the agency. Over time, the agency has used a variety of in-house and field technology to support its operations and is currently seeking to better understand how to invest in technology for the foreseeable future. The ASMI recently researched technologies to identify the right fit for the agency’s unique mission but did not feel confident in what they had seen to date. This was the case until the ASMI was contacted by Mastek after meeting at the annual county supervisor association summit to discuss how Mastek could solve for the agency’s requirements with a set of customer references that provided further confidence the ASMI found the right solution.

Mastek, previously known as MST Solutions, a Salesforce systems integrator partner located in Chandler, Arizona has been serving the state of Arizona and its technology modernization efforts since 2017. As a local expert in crafting platform technology to meet the needs of natural resource agencies, Mastek met with the ASMI to showcase solutions built for other natural resource agencies such as: Arizona State Land Department, Arizona Department of Forestry, the Office of the State Fire Marshall, the Department of Water Resources and the Department of Emergency Management and Military Affairs. By demonstrating our knowledge of the state Arizona, and our subject matter expertise in building configurable solutions for natural resources agencies, Mastek earned a partnership to serve the ASMI.

Solutions:

Future Vision:

The shared vision for ASMI and Mastek is to replace the agency’s deprecated technology with world-class customer relationship management, case management, and inspection software built on a configurable platform. This will enable the agency to update and modernize workflows, provide robust tools for back-office and field operations while capturing valid data and leveraging it for business decision-making and improving the ability to fulfill the mission.

Expected Project Outcomes:

Phase 1:

To thoroughly understand the current state of the department from a people, process and technology perspective, so that Mastek may guide the department to the next phase of project implementation with the necessary information that results in a cost-effective successful implementation.

Phase 2:

To implement the platform and configure the solution to meet the needs of the agency today, while ensuring agility in making changes for anticipated needs in the years to come. Additionally, all staff will be trained and guided on the new platform with many opportunities to provide feedback thus making it a customer- and staff-centric solution that works for them.

About Mastek:

Located in Chandler, Arizona, Mastek is Arizona’s largest local systems integrator with a core focus on serving the state of Arizona.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	22.0	22.0	22.0
General Fund	2,209.9	2,209.9	2,209.9
Other Appropriated Funds	112.9	112.9	112.9
Non-Appropriated Funds	96.0	96.0	96.0
Federal Funds	426.5	426.5	426.5

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,215.2	1,884.5	2,484.5
Total	1,215.2	1,884.5	2,484.5
FTE Positions	8.00	10.00	10.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent mandated inspections completed	95.0	95.0	95.0	95.0	95.0
Number of reportable (lost time) mine accidents	227	227	281	281	281
Employee and Public Complaints Investigated	14	14	12	12	12
Number of safety inspections completed	697	697	742	742	742
Customer satisfaction rating for Mines (scale 1-8)	7.3	7.3	6.6	8.0	8.0
Number of abandoned mine complaints handled. See AML Complaints File "s drive".	9	9	4	4	4
Number of prior abandoned mine closures reviewed	7	80	47	100	100
Number of abandoned mine openings secured	7	160	68	160	160
Number of Arizona miners and contractors trained	2,475	2,700	2,386	2,600	3,000
Average course content rating	4.9	4.9	4.9	4.9	4.9
Average instructor rating	4.9	4.9	4.9	4.9	4.9
Number of annual mined land reclamation compliance reviews	204	204	212	212	212

Agency 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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Naturopathic Physicians Board of Medical Examiners	210.7	217.7	217.7
Total	210.7	217.7	217.7

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	210.7	217.7	217.7
Total	210.7	217.7	217.7
FTE Positions	92,242.00	2.00	2.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Thentia

Solutions:

Although we have contracted with Thentia for an online licensing platform, the implementation has not yet been implemented. The Board has entered into a 5 year contract and paid the first year, however the program has yet to be delivered. The Board plans to hold funding until the product is delivered. The product is expected to be delivered within the next 6 months.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	2.0	2.0	2.0
Other Appropriated Funds	0.2	0.2	0.2

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	210.7	217.7	217.7
Total	210.7	217.7	217.7
FTE Positions	92,242.00	2.00	2.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To process all completed license and certificate applications within the required time frame.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total Applications Received for Licensure and Certificates during the fiscal period.	2,335	3	1,186	1,150	1,150
Total Licenses and Certificates issued during the fiscal period.	2,061	2,200	197	200	200
Average number of days to process applications.	5	5	4	4	4
Active physician licenses	1,153	1,165	1,199	1,275	1,295
Active certificates.	1,088	1,118	1,072	1,125	1,135

Goal: To fully investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Complaints received against licensed or certified persons	37	35	11	39	39
Complaints resolved in same fiscal year	43	27	9	39	39
Complaints received against unlicensed individuals in the fiscal year	1	3	1	2	2

Agency Summary

Navigable Stream Adjudication Commission

Evette Cruz, 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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Stream Adjudication	157.0	344.0	344.0
Total	157.0	344.0	344.0

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	148.6	144.0	144.0
Other Appropriated Funds	8.4	200.0	200.0
Total	157.0	344.0	344.0
FTE Positions	2.00	2.00	2.00

All dollar amounts are expressed in thousands, as requested by agencies.

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	569.9	604.9	715.2
Total	569.9	604.9	715.2

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	569.9	604.9	715.2
Total	569.9	604.9	715.2
FTE Positions	7.00	7.00	7.00

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Board of Nursing

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:

The State Board of Nursing protects the public by assuring that standards of practice are defined and that persons engaged in the practice of nursing are competent. It approves individuals for licensure, registration, and certification; approves educational programs for Nurses and Nursing Assistants; investigates complaints concerning licensee and certificate holder compliance with the law; and determines and administers disciplinary actions in the event of proven violations of the Nurse Practice Act.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation - RN/LPN	6,797.6	30,575.6	31,459.8
Nursing Assistant	0.0	450.0	450.0
Total	6,797.6	31,025.6	31,909.8

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	450.0	450.0
Other Appropriated Funds	5,820.9	6,132.2	7,016.4
Other Non-Appropriated Funds	976.7	24,443.4	24,443.4
Total	6,797.6	31,025.6	31,909.8
FTE Positions	52.75	58.00	66.00

All dollar amounts are expressed in thousands, as requested by agencies.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	63.0	63.0	63.0
Other Appropriated Funds	6.9	6.9	6.9
Non-Appropriated Funds	26.4	—	—
Federal Funds	0.4	0.4	0.4

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	5,820.9	6,132.2	7,016.4
Other Non-Appropriated Funds	976.7	24,443.4	24,443.4
Total	6,797.6	30,575.6	31,459.8
FTE Positions	52.75	58.00	66.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To reduce the cycle time needed to issue certificates and licenses for examinee, endorsement and renewal applicants.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Nursing assistant/CMA candidates taking certification exam	2,773	4,000	3,341	4,000	4,000
Total number of LNA/CNACMA programs surveyed	60	70	56	70	70
Total applications received (Initial, Renewal)	16,836	17,500	16,586	17,500	17,500
Average calendar days from receipt of completed application to denial of certification	385	300	670	300	300
Exam and endorsement certificates issued	4,921	5,600	5,105	5,750	5,750
Renewals issued	10,392	9,600	9,886	10,500	10,500
Total individuals certified as nursing assistants	27,775	29,000	28,123	29,000	29,000
Total complaints received	717	1,100	838	850	850
Average calendar days from receipt of CNA complaint to resolution	135	180	147	150	150
Total number of certifications denied, revoked or suspended, surrendered, DOC and civil penalties	67	110	36	50	50

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of LNA/CNA's with disciplinary action (does not include substantiated complaint)	0.26	0.35	0.15	0.35	0.35
Total investigations conducted CAN/LNA - status closed	150	375	135	350	350
Percent of LNA investigations resulting in disciplinary enforcement action	11	22	9	20	20
Average calendar days per investigation from start to final adjudication (LNA/CNA)	141	190	142	160	160
Investigations resulting in dismissals LNA & CNA	90	110	35	100	100

Goal: To reduce the cycle time needed to investigate complaints, complete hearings and increase compliance with consent agreements and Board orders.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Days to acknowledge complaint received	1	1	1	1	1
Total complaints received	3,617	2,500	3,428	3,700	3,700
Investigations resulting in do not open (RN/LPN only 2020 fwd) or case disposition (RN/LPN only 2003 fwd)	2,312	1,600	2,380	2,400	2,400
Investigations resulting in dismissals RN/LPN	76	110	99	110	110
Licensees with disciplinary action RN/LPN	261	300	239	300	300
Percent of licensees with disciplinary action	0.23	0.30	0.20	0.30	0.30
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)	5.34	6.00	6.53	6.00	6.00
Months from Board decision to hearing	6.6	5.0	7.4	6.0	6.0
Hearings per year referred to be scheduled (transferred to hearing)	106	160	132	160	160
Hearings and/or settlement conferences concluded	32	60	45	60	60
Hearings and Board decisions appealed	14	20	4	15	15
Original actions upheld	13	20	9	15	15
Licensees monitored on probation/consent agreements	292	300	290	300	300
Monitored nurses in compliance with consent agreements/ Board orders (%)	90	90	82	90	90
Total number of licenses revoked or suspended (does not include stayed)	94	115	65	100	100
Total RN/LPN investigations conducted - closed status	770	1,100	873	1,100	1,100
Average calendar days from receipt of RN/LPN complaint to resolution	160	180	196	180	180
Average calendar days per investigation from start to final adjudication	150	220	198	200	200
Percent of investigations resulting in disciplinary enforcement action	25	21	8	21	21
Percent of investigations resulting in discipline	34	25	27	30	30

Goal: To effectively provide a non-disciplinary Alternative To Discipline (ATD) program.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensees in ATD Program	288	280	210	300	300
Licensees successfully completing ATD program (%)	63	75	71	75	75

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Nursing programs monitored for non-compliance	6	4	8	8	8
Examinees from program successfully passing NCLEX	3,792	4,400	4,933	5,000	5,000

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Board of Occupational Therapy Examiners	234.1	259.5	494.5
Total	234.1	259.5	494.5

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	234.1	259.5	494.5
Total	234.1	259.5	494.5
FTE Positions	1.50	1.50	3.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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

e-Licensing system has improved the process by eliminating the need for Board staff to enter data from a written applications.

Solutions:

The Board of Occupational Therapy is pursuing changes to statutes and rules to increase the efficiency of application processing, while still ensuring

qualified applicants receive a license.

Issue: Establish the mechanisms for assessing continuing professional competence

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:

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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	3.0	3.0	3.0
Other Appropriated Funds	261.0	261.0	261.0

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	234.1	259.5	494.5
Total	234.1	259.5	494.5
FTE Positions	1.50	1.50	3.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To investigate and adjudicate complaints within 120 days

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of occupational therapy complaints received	6	10	14	16	18
Number of complaints resulting in disciplinary action	2	5	4	6	8
Complaints resolved within 120 days	2	5	4	6	8
Percent of complaints resolved within 120 days	100	100	100	100	100

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of license renewal applications received and renewed (OTs and OTAs)	1,809	1,900	1,785	1,874	1,967
Number of Licensees (OTs and OTAs)	4,453	4,675	4,475	4,698	4,933
Number of initial license applications received (OTs and OTAs)	484	508	538	564	593
Number of Initial Licenses Issued (OTs and OTAs)	484	508	538	564	593
Average calendar days to process and issue a renewal application	10	11	10	11	12
Average calendar days to process and issue an initial license	12	13	12	13	14

Goal: To continually improve customer satisfaction by providing consistency in carrying out the Board's policies and procedures.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of individuals licensed as occupational therapists	3,018	3,169	3,076	3,229	3,391
Number of individuals licensed as Occupational Therapy Assistants	1,435	1,507	1,399	1,468	1,542

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	164.1	198.2	198.2
Total	164.1	198.2	198.2

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	164.1	198.2	198.2
Total	164.1	198.2	198.2
FTE Positions	1.00	1.00	1.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: AGENCY 5- Year Plan

Description: ARIZONA STATE BOARD OF DISPENSING OPTICIANS

FIVE-YEAR STRATEGIC PLAN

8/30/2023

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.

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 the end of Fiscal Year 2024, the Board will review National Organizations' Practical Examinations. The Board will bring any recommendations for a full Board vote.

Objective #2:

By the end of Fiscal Year 2024, the Board will meet with other states who are utilizing the National Practical Examinations and verify results.

Objective #3:

Continue updating the 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 2024, the Executive Director will increase the number of optical establishments visited and inspected.

Objective #2:

By the end of Fiscal Year 2024, 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 2024, 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.

Solutions:

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	1.0	1.0	1.0
Other Appropriated Funds	190.0	190.0	190.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure high standards of professional and ethical conduct in the field of opticianry through efficient processing of examination, establishment, and optician license applications.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administration as a percentage of total cost	10	10	10	10	10
Average number of days from receipt of application for establishment license to granting of license	15	15	15	15	15
Customer satisfaction rating (Scale 1-8)	8	8	8	8	1
Establishment applications received	47	30	22	30	30
Establishment licenses issued	47	30	22	30	30

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Establishment renewal applications processed	419	420	415	420	420
Number of licensees (new and existing)	1,320	1,320	1,324	1,325	1,325
Optician licenses issued	48	50	60	55	55
Optician renewal applications processed	896	900	858	860	860
Percentage of renewals within 3 days	99	99	99	99	99

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Complaints about licensees received and investigated	1	2	1	2	2
Complaints resolved	1	2	1	2	2
Disciplinary action	8	5	2	5	5
Establishment Inspections	170	250	150	250	250
Number of days from receipt of complaint until completion	60	60	60	60	60

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of licensees fulfilling requirement	400	223	223	393	265
Percent of licensees fulfilling continuing education requirement	98	98	98	98	98

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	244.3	289.2	289.2
Total	244.3	289.2	289.2

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	244.3	289.2	289.2
Total	244.3	289.2	289.2
FTE Positions	2.00	2.00	2.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Time frames for application processing

Description: To ensure that licenses are granted or renewed to qualified optometrists within the time frames specified in Statute/Rule

Solutions:

Follow Agency Statutes and Time frames set forth in Table 1 of the Rules

Issue: To effectively investigate and adjudicate complaints pursuant to statutes and rules.

Description: Complaint receipt notices sent out within 3 days of receipt by the Board.

Solutions:

Follow Agency Policy regarding notice of investigation of a complaint; also follow Statute regarding complaints processing.

Issue: To ensure agency policies and procedures are effective and efficient.

Description: Review policies annually to ensure relevance and compliance with current statutes and rules.

Solutions:

Review all policies this year pursuant to the recent Audit by Auditor General Office; create annual review schedule for maintenance of policies

Issue: To ensure customer satisfaction regarding public information requests, etc.

Description: Public information requests, license verifications, email, and phone communication time frame response goal is 1-3 days.

Solutions:

Public information requests, license verifications, email, and phone communication time frame response goal is 1-3 days; Agency policy.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	2.0	2.0	2.0
Other Appropriated Funds	312.9	315.0	315.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure that licenses are granted or renewed to qualified optometrists.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Continued evaluation of continuing education programs (percent)	100	100	100	100	100
New licenses issued	50	65	113	105	105
License applications received	84	75	50	60	60
Active licensees	1,279	1,350	1,377	1,360	1,360
Average time to process an initial license application (in days)	4	5	7	5	5
Total number of license applications denied	0	1	0	1	0
Average calendar days to renew a license	4	2	4	2	2

Goal: To effectively investigate and adjudicate complaints pursuant to statutes and rules.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total number of complaints received	27	20	20	20	20
Total number of complaints resolved	26	20	17	20	20
Average number of days from receipt of complaint to resolution	77	75	59	70	70
Total number of disciplinary actions	1	2	0	2	0
Complaints processed resulting in a letter of concern	8	5	4	5	4
Total number of licenses revoked or suspended	0	0	0	0	0

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total number of written license verifications completed	79	75	70	75	75
Total number of written public information requests	125	100	97	100	100
Percentage of public information requests completed within 5 days	100	100	100	100	100

Goal: To ensure agency policies and procedures are effective and efficient (including testing, renewal, initial licensing, and certificates of special qualification).

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Prompt response to renewal applications with deficiencies (percent)	100	100	100	100	100
Administration as % of total cost	4	7	7	7	7

Agency Summary

Board of Osteopathic Examiners

Justin Bohall, Executive Director

Phone: (602) 771-2522

A.R.S. §§ 32-1800 et seq.

Mission:

The mission of the Board is to protect 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 in law (A.R.S. § 32-1854)."

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 Psteopathic Physicians, Iinterns, and Residents to ensure that their conduct meets the standards of the profession, as defined by A.R.S. § 32-1854.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	1,295.4	1,398.6	2,006.2
Total	1,295.4	1,398.6	2,006.2

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	1,295.4	1,398.6	2,006.2
Total	1,295.4	1,398.6	2,006.2
FTE Positions	10.00	10.00	14.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Identifying and resolving pending complaints on a more timely basis.

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 FY24, 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 due to increasing complexity of the cases before the Board. The Board has also implemented a more modern database capable of managing complex investigations and streamlining processes.

Issue: Complaints are taking more than 180 days to resolve and the Auditor General has set a guideline of 180 days or less to r

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 an 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. The Board has also implemented a more modern database capable of managing complex investigations and streamlining processes.

Issue: Our agency efficiently processes applications while continuing to meet with statute, rule and timeframe requirements. We

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 on 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. The Board has recently completed the transition to the enhanced database. Staff notes a general reduction in application time frames including the processing of an application from receipt to issuance in less than calendar 15 days.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	14.0	15.0	15.0
Other Appropriated Funds	2.0	2.1	2.1

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To issue and renew licenses promptly and in an effective manner

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of new and existing licenses	4,409	4,650	4,742	4,950	5,445
Number of applications for new license received (does not include Post Graduate permits or dispensing registrations)	645	650	823	700	800
Number of new licenses issued	644	550	803	600	650
Average days to issue new license	1	3	2	3	3
Percentage of renewals done online vs. paper/manually	100	99	100	100	100

Goal: To investigate and resolve complaints in a timely manner

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Complaints received	288	360	271	300	300
Complaints investigated	361	330	251	250	250
Licensees who had disciplinary action taken	15	20	17	20	20
Average calendar days to resolve a complaint	179	180	176	180	180
Average calendar days to investigate a complaint	138	120	123	120	120
Number of complaints closed/resolved	301	330	251	250	250

Goal: To administer the agency efficiently and provide customer service to the public

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Customer satisfaction rating (1-5)	7	6	5	4	4
Administration as percent of total cost	4	8	9	9	9

Agency Summary

State Parks Board

Bob Broschied, Cabinet Executive Officer
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 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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Park Development and Operation	36,062.5	38,673.3	30,735.8
Partnerships and Grants	3,421.1	22,113.7	10,913.7
Administration	5,588.1	5,915.0	5,915.0
Total	45,071.7	66,702.0	47,564.5

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	15,500.0	11,700.0	0.0
Other Appropriated Funds	19,500.5	22,513.0	26,275.5
Other Non-Appropriated Funds	10,071.2	32,489.0	21,289.0
Total	45,071.7	66,702.0	47,564.5
FTE Positions	269.00	252.00	284.00

All dollar amounts are expressed in thousands, as requested by agencies.

Arizona State Parks and Trails

Fiscal Year 2024 Strategic Plan 2-pager

Agency Director: Bob Broscheid
 Strategic Planner: Bonnie Sposato
 Last modified: 7/17/2023

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:

FY23 was a year filled with many positive changes and mission-driven activities. The Arizona State Parks Board and Arizona Outdoor Recreation Coordinating Commission continuation bills were signed by the Governor, granting a continuation for eight years.

Our Statewide Comprehensive Outdoor Recreation Plan (SCORP), a required deliverable to the National Park Service to receive Land and Water Conservation funds, was completed and delivered for approval. We are now beginning the important work of implementation to ensure priority issues are addressed by key stakeholders over 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 and fuels our vision to be the leader in sustainable outdoor recreation.

We successfully addressed all findings from our sunset audit. The significant American Rescue Plan Act (ARPA) funding received has enabled 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	SCORP is a requirement every five years to be eligible for Land and Water Conservation Fund (LWCF) dollars. This plan is a roadmap for outdoor recreation priorities in Arizona. Through a collaborative and inclusive process, the priorities identified were: Conservation and Stewardship; Sustainable Outdoor Recreation; Connection, Community, and Economic Vitality; and Pathways to Health and Wellness. The implementation phase of the SCORP begins in FY24.
2	Partnerships - Grow new, and leverage existing key partnerships to protect the Mission	2020	The State Historic Preservation Office (SHPO) continues to grow its network of partnerships on both an office-wide and program-level basis through focused outreach initiatives. New partnerships with the Arizona Housing Coalition and the Urban Land Institute were created. Outreach to tribes regarding grant opportunities is fostering new tribal partnerships.
3	a) People - Workforce Create an environment to cultivate high performing and engaged workforce	2020	ASPT successfully launched its experiential leadership development program for emerging leaders in the agency. This customized program focuses on leading within the unique environment of outdoor recreation and conservation. For the first session, 25 team members from all business areas of the agency were hand-selected and invited to participate in this transformational experience. The next 25 emerging leaders begin their journey in FY24. Park visitation remained high, exceeding monthly targets with feedback consistently exceeding the 90% satisfaction target. Visitor profiles by park were completed and a new data dashboard was created, providing detailed demographic and visitor experience information at the park level. This will enable managers and regional leaders to make data informed decisions.
	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 implementation of our new Integrated Parks Reservation System provides enhanced reservation functionality, improved reporting and financial tracking and a system structure that enables the addition of innovative features in the future. The release of our economic impact report showed the positive financial and job-related impact that parks have on surrounding communities.

Arizona State Parks and Trails

Fiscal Year 2024 Strategic Plan 2-pager

Current Annual Focus

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase reliability of Total Infrastructure System (Physical and Technological)	# budgeted upgrade projects completed	Execute development plans for approved and budgeted CIP and ARPA projects
		# parks with enhanced broadband connectivity (statewide effort)	
1	Expand inclusive cultural and recreational amenities	# ADA deficiencies improved (*breakthrough metric)	Execute ADA plans within park system
2	Increase Collaboration and Community Outreach and Education	# Legislators/Officials Touring Parks	* Create and execute a plan for State Park visits for legislators * Build relationships/partnerships with local communities, municipalities, and associations
		Total "Impact" of grant dollars awarded	Grant \$ "X*" by end of FY24 (*dollar amount to come in final version)
		# of outreach/cross agency programs	Maximize new programming efforts utilizing cross agency and community partnerships (for example: Dispatch Center partnership, DFFM partnerships, AOT, etc.)
3a	Increase Culture of Employee Engagement and Empowerment	# of specialized learning courses/certifications completed	Invest in career paths of employees through enriched learning, new interpretive paths, specialized certifications, and advanced skill and leadership development
		% ranger participation	Develop and launch "ranger swap" collaborative model to increase knowledge, share expertise and empower emerging leaders
3b	Create a DEIA Plan	# "listening sessions" facilitated	Expand interpretation programs/panels for local schools, families, under represented communities introducing conservation, recreation and cultural resources
		% CIG Project milestones completed	Enhance certified interpretive guide (CIG) programming (make it more relevant/up-to-date).
4	Ensure Financial Sustainability	Overall operating budget to actual	Seek grant funding opportunities to optimize budget management
		Non-admission revenue \$ booked	Maximize 3rd party revenue opportunities

5 Year Plan

Issue: Parks System

Description: Optimize Park and Trail system vitality

Solutions:

- Increase reliability of Total Infrastructure System (Physical and Technological)
- Expand inclusive cultural and recreational amenities (Physical and Technological)

Issue: Partnerships

Description: Grow new, and leverage existing key partnerships to protect the Mission

Solutions:

Increase Collaboration and Community Outreach and Education

Issue: People- Workforce and Customer

Description: -Create an environment to cultivate high performing and engaged workforce

- Deliver exceptional outdoor recreation experiences to highly satisfied & engaged visitors

Solutions:

- Increase Culture of Employee Engagement and Empowerment
- Create a DEIA Plan

Issue: Pocketbook

Description: Maximize financial sustainability and revenue growth

Solutions:

Ensure Financial Sustainability

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	282.0	282.0	282.0
Other Appropriated Funds	26,157.5	26,157.5	26,157.5
Non-Appropriated Funds	12,499.0	12,499.0	12,499.0
Federal Funds	8,790.0	8,790.0	8,790.0

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Park Development and Operation

Bonnie Sposato, Strategic Planner

Phone: (602) 542-6931

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 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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	15,500.0	11,700.0	0.0
Other Appropriated Funds	19,483.8	22,496.3	26,258.8
Other Non-Appropriated Funds	1,078.7	4,477.0	4,477.0
Total	36,062.5	38,673.3	30,735.8
FTE Positions	199.00	182.00	214.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To optimize park and trail system vitality.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total number of park visitation	3,142,906	3,150,000	3,042,186	3,073,426	3,073,426
# ADA deficiencies improved	0	0	0	500	400
# parks with enhanced broadband connectivity (statewide effort)	0	0	0	1	1
# budgeted upgrade projects completed (CIP and ARPA)	0	0	0	20	20
# miles of non-motorized trails opened or reopened	0	0	0	30	30
Percent Positive Customer (Park Visitor) Experience.	91	0	94	94	94

Goal: To deliver exceptional outdoor recreation experiences to highly satisfied & engaged visitors

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
% CIG Project milestones completed	0%	0%	0%	100%	100%

Goal: To maximize financial sustainability and revenue growth

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
To increase agency (SPRF) revenues.	22,350.9	22,350.9	22,914,000. 0	22,850,000. 0	22,850,000. 0
Total volunteer value (\$-savings to FTE)	4,720,086	0	5,385,910	5,385,910	5,385,910
Overall operating budget to actual	\$0	\$0	\$25,786,000	\$28,291,000	\$28,291,000
Non-admission revenue \$ booked	\$0	\$0	\$727,000	\$930,000	\$930,000
Reduce % of Agency On-site Hoursperformance measure	72.0	0	72.0	75.0	75.0
Percent of Volunteer Needs Met	0	90	94	94	94

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	16.7	16.7	16.7
Other Non-Appropriated Funds	3,404.4	22,097.0	10,897.0
Total	3,421.1	22,113.7	10,913.7
FTE Positions	15.00	15.00	15.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To grow new, and leverage existing key partnerships to maximize ROI

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total 'impact of grant dollars granted (includes matching funds)	\$37,591,001	\$0	\$30,998,953	\$32,000,000	\$32,000,000
# Legislators/Officials Touring Parks measure name here	0	0	0	20	20
# of outreach/cross agency programs	0	0	0	7	7

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	5,588.1	5,915.0	5,915.0
Total	5,588.1	5,915.0	5,915.0
FTE Positions	55.00	55.00	55.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To create an environment to cultivate a highly engaged workforce

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
# "listening sessions" facilitated	0	0	0	3	3
# of specialized learning courses/certifications completed	0	0	0	85	85
% ranger participation	0%	0%	0%	30%	30%

Agency Summary

State Personnel Board

Zachariah Tolliver, 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 public employees, former public employees, and other individuals referenced in statute.

Description:

The Arizona 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 public service, suspensions, 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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Appeals/Complaints	617.0	361.0	598.8
Total	617.0	361.0	598.8

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	617.0	361.0	598.8
Total	617.0	361.0	598.8
FTE Positions	2.00	2.00	5.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 3 - Additional FTE's

Description: The Arizona State Personnel Board (ASPB) is experiencing a spike in caseload for the fiscal year of 2023 that requires additional FTE's to ensure we continue to satisfy and meet our efficient and effective standards that clients, customers, stakeholders, and public entities are accustomed to. In addition, the ASPB intends to offer a statewide Appeals and Complaint Program to localities. In part, we will offer an appeals program to localities covered and/or probationary status employees. This will increase the ASPB case load that will result in the need for additional staff. The program is a fully opt-in program, localities will enter into the program through the use of an Inter-Governmental Agreement, which will provide that the locality pay the cost of the matter. Altogether, this will generate a stream of income that will allow the ASPB to become self-sufficient and can carry the burden of paying for the additional staff. However, that is a point we will likely not see in full effect until the beginning of 2025 at which point the program will pay for any additional cost. Until such time, we are in need of an appropriation increase and granted the additional FTE's to continue to fulfill our services.

Solutions:

With the addition of 3 FTE's we will be able to bring on the following positions; Legal Assistant, Paralegal, and Administrative Assistant III. With those 3 added positions we are able to take on an increased caseload as well as continue to serve our current increased caseload. With a dedicated paralegal and legal assistant on staff, we're able to perform seamless case management and provide appellants and complainants with procedural assistance. Many matters that are filed before us are employees representing themselves, as a result, having these two positions on staff will ensure we engage with those employees within the guidelines. Moreover, it is important to have those positions filled with people having a legal background as we are always trying to offer procedural assistance while not giving legal advice. In addition, the complexity of matters can be severe at time and having a knowledgeable staff who can respond to these matters on their own accord is important.

Also, the administrative assistant III position will serve as special project person because the Board is evolving and taking on additional responsibilities in areas that were not served prior but fall within our authority. Adding an Education and Training program will assist agencies, localities, and public employees with appeal and complaint rights and will serve to better assist the process when matters arise. Moreover, the ASPB is taking on a more increased and visible role than it has prior to serve our scope of responsibilities and duties at a remarkably high, efficient, and effective rate. All things considered, we are in need of the 3 additional positions so we can continue to grow as an agency and evolve into our growth, with the added position the ASPB will be able to serve its clients, customers, stakeholders, and other referenced in statute at a profound level that is conducive to saving those same referenced with mitigated risk and cost.

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To strengthen and improve internal processes and procedures, as well as improve stakeholder service, experience, and accessibility through re-designing and improving the agency's website.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
The agency's ability to deliver these objectives by further developing and improving the agency's processes and procedures making them more efficient, accessible, and transparent. The website is a critical success factor, and its re-design will focus on stakeholder service through utilization of an educational and interactive delivery model that maximizes efficient and user-friendly technology.	1	5	0	5	0

Goal: To build and offer a statewide appeals and complaint program for those localities without an active Personnel Board or Merit Commission and/or seeking to outsource their appeal duties and responsibilities.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
The ability to direct statewide appeals for covered and probationary status employees as well as whistleblower complaints to the ASPB. As a result, the ASPB would serve as the Personnel Board for localities opting into the program and wishing to outsource their appeal and complaint responsibilities.	1.0	2.0	0	2.0	0

Goal: To generate an outside revenue stream for the ASPB.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
The ability to provide the ASPB its first outside revenue source. Also, providing economic value plus long-term financial stability.	125	115	0	115	0

Goal: To identify operational growth opportunities

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
The ability for the ASPB to incur operational growth within its scope of business through identifying opportunities or legislation. The ASPB is dedicated to its operations and continuing to serve the personnel system as an administrative court and body by seeking operational growth that expands its duties and responsibilities.	994	1,500	0	1,500	0

Goal: To design and implement a training program for both public employees and employers.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
The ability to enhance and increase public employees and employer's knowledge about the appeals and complaints program. Producing an educational and training program that will be specific to both public employees and employers will ultimately serve the process in reinforcing and supporting employees and employers with respect to their position in the process.	2	1	0	1	0

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	6,932.4	3,526.7	4,316.0
Total	6,932.4	3,526.7	4,316.0

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	4,701.0	3,526.7	4,316.0
Other Non-Appropriated Funds	2,231.5	0.0	0.0
Total	6,932.4	3,526.7	4,316.0
FTE Positions	25.40	25.40	31.40

All dollar amounts are expressed in thousands, as requested by agencies.

Issue: 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: Growth and modernization of sterile drug compounding pharmacies without oversight

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: 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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	31.4	31.4	31.4
Other Appropriated Funds	4,500.0	4,500.0	4,500.0
Non-Appropriated Funds	1,900.0	1,900.0	1,900.0
Federal Funds	350.0	350.0	350.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Disciplinary actions/100 Registered Pharmacists & Technicians. Currently there are 11,000 pharmacist, 11,000 technicians and 8,000 technician trainees.	0	0	0	0	0
Complaints per 100 practitioners (Pharmacists & Technicians)	0	0	0	0	0
Quarterly writing and distributing newsletters to all interested parties by listserve. Subscription can be added or deleted online. Disciplinary actions required to be published by statute are also contained in each newsletter.	4	4	4	4	4
Board Meetings	12	12	12	12	12
Miles Driven-Inspections	104,783	125,000	86,715	125,000	125,000
Pharmacies-Inspections	1,958	2,000	763	1,000	1,000
Compressed medical gas suppliers & distributors-Inspections	239	300	179	250	250
Wholesaler-Inspections	108	100	60	75	75
Re-inspections	38	50	40	50	50
Total number of inspections conducted	2,419	2,200	1,117	1,350	1,350

Goal: To maintain a comprehensive electronic Controlled Substance Prescription Monitoring Program.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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 retri	1,623,937	1,900,000	1,920,000	2,050,000	2,050,000
Length of time in hours required to provide reports pertaining to suspect activity to requestor (practitioner, law enforcement agency).	2,500	2,000	1,700	1,700	1,700
About how many licensed PRESCRIBERS were there?	40,512	41,000	42,551	43,000	43,000
About how many licensed/permitted DISPENSERS were there?	8,237	8,300	8,210	8,300	8,300
for PRESCRIBERS: How many solicited reports were produced?	6,735,814	6,800,000	7,866,295	8,000,000	8,000,000
For PRESCRIBERS: How many unsolicited reports were produced?	930,824	950,000	1,590,053	2,000,000	2,000,000
for DISPENSERS: How many solicited reports were produced?	4,781,946	5,000,000	6,846,900	7,000,000	7,000,000
For Law Enforcement INVESTIGATIONS OR COMPLAINTS or Court Order: How many solicited reports were produced?	1,787	1,600	400	500	500
For Professional Licensing Board INVESTIGATION OR COMPLAINTS: How many solicited reports were produced?	887	1,000	4,800	4,000	3,500
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.	9,500	7,500	13,155	14,000	14,000

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	517.2	591.5	591.5
Total	517.2	591.5	591.5

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	517.2	591.5	591.5
Total	517.2	591.5	591.5
FTE Positions	3.25	4.00	4.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Evaluate the Qualifications of Applicants for Licensure and Certification

Description: The Board licenses and certifies qualified applicants as physical therapists and physical therapist assistants, establishes the standards for testing, and adopts passing scores for examinations.

National examinations required for licensure and certification are administered through secured testing facilities on a quarterly basis with four exam dates each for physical therapist and physical therapist assistant candidates. The Board has seen an increase in the number of initial applications submitted for review resulting in a 138% increase in the number of regulated practitioners and entities between FY13 and FY 23.

Fixed examination dates and current application processing requirements combine to cause submission volume spikes that are increasingly difficult to process. Current staffing levels are insufficient to address the ongoing volume of submissions and subsequent phone calls and emails from applicants seeking regular updates. These issues are amplified and directly correlated during an approaching exam date.

The Board must seek opportunities to mitigate the demands that result from increased overall applications and volume spikes.

Solutions:

Additional personnel resources are required to support the essential functions of the agency, especially those with associated deadlines. This requirement is being submitted as a FY25 funding issue.

The Board is also seeking to avail themselves of a membership benefit offered through their regulatory association, the Federation of State Boards of Physical Therapy, to re-order the procedural application steps to help mitigate volume spikes.

A new license and complaint management platform will be deployed in FY24. It is anticipated that the new system will allow applicants to resolve deficiencies by uploading documentation to an application even after it is submitted. The effect will be an overall reduction in the multi-step processes currently encountered when deficient items are emailed to staff by the applicant.

Issue: Regulate the Practice of Physical Therapy by Interpreting and Enforcing this Chapter

Description: To protect the health, safety, and welfare of the public, the Board receives, investigates and adjudicates complaints against practitioners, privilege holders, and registrants practicing physical therapy in this state.

The Board receives between 40 and 70 complaints per year. Since 2019, the practitioners in Arizona have grown to include interstate telehealth providers and PT Compact privilege holders in addition to Arizona licensed physical therapists, certified physical therapist assistants, and registered business entities.

The Board currently employs a 0.25 FTE investigator which is inadequate to manage the caseload. An additional 0.5 investigator is needed to share the workload and assist in eliminating any case backlogs. Additionally, administrative support to assist with compliance tracking and monitoring is also required.

Solutions:

The Board has reclassified a current position to allow for the hiring of a 0.50 FTE Investigator to help reduce case backlog and support expedient complaint processing times.

The Board is submitting a FY25 funding issue for an additional 0.5 Program Projects Specialist. The staffing increase would provide support in many agency functional areas including, but not limited to, data entry and compliance tracking.

Staff will continue outreach efforts whenever possible to better inform PT and PTA students, licensees, and certificate holders of the statutes and rules governing the practice of physical therapy in Arizona.

Issue: Assessing Continuing Professional Competence

Description: The mission of the Board of physical therapy includes protecting the public from the incompetent, unprofessional, and unlawful practice of physical therapy. Licensed physical therapists and certified physical therapist assistants are required to complete continuing competence activities during each compliance period. Physical therapists must earn 20 contact hours and physical therapist assistants must earn 10 contact hours of continuing competence compliant with Board rules. 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. Continuing competence audits are completed in odd fiscal years.

The Board’s new licensing management system, currently in development, is insufficient to accommodate the continuing competence categories and options itemized in Board rules, A.A.C. Title 4, Chapter 24, Article 4. When the Board’s previous online solution provided by the Federation of State Boards of Physical Therapy was discontinued, the Board voted to allow submission of continuing competence materials through another online provider. Since the implementation of that option stalled through forces outside of the Board’s control, the most recent biennial continuing competence audits have been conducted through email. While transmitting documentation through electronic means is more cost-effective and efficient than a paper-based process, processing submissions through email remains cumbersome and inefficient.

To improve processing and better utilize personnel resources, the Board needs a technology-driven solution to efficiently process continuing competence documentation.

Solutions:

The Board will leverage advances made by other state agencies who have successfully procured an online continuing competence management solution.

After the new license management platform is launched, opportunities for integration with the continuing competence management system will be investigated to unify the processes for licensees and certificate holders.

Issue: Complete Testing and Deployment of New Licensing and Complaints Management Platform

Description: The FY23 Executive Budget included a platform migration of the current enterprise solution licensing and complaint management system to a new platform. The ambitious project of transitioning multiple state agencies, including the State Board of Physical Therapy, has extended beyond the originally scheduled timeframe and is now anticipated to be completed in FY24.

Requirements drafting, product development, platform testing, and training are intricate and time consuming procedures. Vast amounts of staff time has already been consumed by this project, including, but not limited to, a dedicated 40 hours per week through the month of June.

With very few exceptions, the Board’s application and complaint modules went online in 2018, and subsequently, a significant amount of data, documents, and processes must be transitioned to the new system. Staff training is paramount to help reduce processing delays caused by the inherent learning curve.

The new platform must be finalized and deployed with great attention to detail in order to minimize system glitches and process interruptions.

Solutions:

Staff will remain engaged in the process in an attempt to secure a system that is as functional as possible.

The agency will call on ADOA-ASET for assistance and support through the phases of data migration and validation.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	4.5	4.5	4.5
Other Appropriated Funds	635.2	635.2	635.2

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To efficiently process licensure and certification applications.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of Board meetings conducted within appropriate time frames	100	100	100	100	100
Percent of physical therapist licenses or physical therapist assistant certificates issued within the required time frames to eligible applicants.	100	100	100	100	100
Number of new licenses or certificates issued	832	875	853	875	875
Average time, in calendar days, between receipt of completed application to issuance or denial of licensure or certification.	3	3	3	3	3
Number of licenses/certificates denied.	0	0	0	0	0
Number of licenses/certificates renewed	N/A	7,500	7,892	N/A	8,200
Number of applications received	904	951	967	1,015	1,015

Goal: To investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of complaints investigated over which the Board has jurisdiction.	100	100	100	100	100
Total number of complaints received over which the Board has jurisdiction.	47	65	62	55	65
Percent of unlawful practice complaints over which the Board has jurisdiction investigated.	100	100	100	100	100
Total number of disciplinary actions issued	7	40	22	30	30
Number of licenses suspended/revoked/voluntarily surrendered	3	5	4	4	4
Total number of unlawful practice investigations received by the Board for investigation	0	15	6	0	10

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of written requests for public records received.	36	30	57	50	50
Percent of requests for license verifications processed and issued within 15 days of receipt	93	100	97	100	100
To achieve an average score of 3.5 on a scale of 0 to 5.0 on the agency's customer satisfaction survey.	0	7	4	4	4
Number of formal verifications of licensure prepared and issued.	496	500	520	500	500
Average number of business days to process written requests for public records	5	5	5	5	5

Goal: To assess the continuing competence of physical therapist licensees and physical therapist assistant certificate holders selected through random audit.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of physical therapist licensees whose continuing competence records were successfully audited by the Board for compliance.	N/A	2	2	N/A	2
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.	N/A	100	100	N/A	100

Agency Summary

Arizona 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 home-like 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 up to 125 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. The Arizona Pioneers' Home operates 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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Arizona Pioneers' Home	8,051.0	8,394.8	9,965.6
Total	8,051.0	8,394.8	9,965.6

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	8,036.6	8,380.2	9,951.0
Other Non-Appropriated Funds	14.4	14.6	14.6
Total	8,051.0	8,394.8	9,965.6
FTE Positions	86.75	107.30	107.80

All dollar amounts are expressed in thousands, as requested by agencies.

Vision: To preserve the Arizona Pioneers' Home, honor its legacy, and ensure its future.

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.

Agency Description: The Arizona Pioneers' Home is a continuing care retirement home that serves up to 125 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.

Executive Summary: The Arizona Pioneer's Home identified four strategic priorities to reach our vision:

Exceed Quality of Care Standards: Ensure residents receive the highest and best practice care for Assisted Living Facilities in Arizona.

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 APH to thrive well into the future.

Maximize Marketing and Communication Efforts: Focus on increasing awareness, partnerships and admissions.

Ensure Restoration and Preservation: Ensure the restoration and preservation of the facility and its contents as a curated and honored part of Arizona history.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes (FY 2024)
1	Provide quality care and resident services that exceed the highest and best practice standards for assisted living facilities	2018	<ul style="list-style-type: none"> FY23- Resident post Pandemic recovery and reintroduction of: Community Activities, Entertainment, Volunteers, Mentorship Program, SME FY 22- WC claims decrease by 27 points (based on the OSHA incidence rate). This decrease was the highest of all state agencies, boards, commissions, and universities FY 2021 Weekly Resident and Staff meetings with the Superintendent 2019- AL Licensing
2	Build a culture of highly engaged employees	2022	<ul style="list-style-type: none"> FY23- Increased Employee Engagement Survey results to the 90th percentile FY22- Piloted the AZ Performs Performance Evaluations FY22-The Arizona Pioneers' Home (APH) is the first non cabinet agency to begin adoption of the Arizona Management System (AMS)
3	Optimize communication and marketing to increase awareness, partnerships, and admissions	2022	<ul style="list-style-type: none"> Computer Replacements, 23 new desktop and laptop computers to replace outdated equipment 2022 Revised Arizona Pioneers' Home website
4	Increase efficiency and effectiveness of operations	2022	<ul style="list-style-type: none"> FY23-Converting all physical files to electronic (Medical Records Software) Electronic Policy and Procedure access FY22-The Arizona Pioneers' Home (APH) is the first non cabinet agency to develop a Strategic Plan
5	Ensure restoration and preservation of the Arizona Pioneers' Home	2021	<ul style="list-style-type: none"> FY23- 5 ongoing restoration projects 2021 Facility Assessment Report

Arizona Pioneers Home

Fiscal Year 2024 Strategic Plan 2-pager

Current Annual Focus

#+	FY23 Annual Objectives	Objective Metrics	FY 2023 Annual Initiatives
1	Increase resident satisfaction	Resident survey score	Administer the resident survey, analyze results, and address areas of concern.
1	Increase retention of current employees	Employee retention	Analyze the results of the employee engagement survey and address areas of concern.
2	Increase individual employee Annual AZ Performs Evaluation Score	% of employees meeting the target AZ Performs Evaluation score	Offer training and educational opportunities that benefit both the employee and the Home.
2	Increase Employee Engagement Survey participation	% of Employee Engagement Survey participation	Expand and promote the Employee Recognition Committee to include additional members from each department in order to provide additional opportunities for appreciation.
3	Develop and implement a marketing plan	% of milestones completed on time	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.
3	Increase marketing reach	Marketing reach	Via implementation of the marketing plan.
4	Modernize technology	% of documents automated % of hardware updated % of software updated	Upgrade and integrate technology into Pioneers' Home processes.
4	Continue implementation of AMS	% of milestones completed on time	Adopt an AMS roadmap.
5	Resolve priorities identified in the Facility Assessment report	% of priorities completed	Develop and implement a plan to ensure that internal and external restoration and preservation priorities are completed.

5 Year Plan

Issue: To ensure restoration and preservation of the Arizona Pioneers' Home

Description: Resolve priorities identified in the Facility Assessment report

Issue: To increase efficiency and effectiveness of operations

Description: Modernize technology

Issue: To optimize communication and marketing to increase awareness, partnerships and admissions

Description: Develop and implement a marketing plan Increase marketing reach

Issue: To provide quality care and resident services that exceed the highest and best practice

Description: Increase resident satisfaction Increase retention of current employees

Issue: To build a culture of highly engaged employees

Description: Increase individual employee Annual AZ Performs Evaluation score Increase Employee Engagement Survey participation

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	108.3	108.3	108.3
Other Appropriated Funds	8,480.2	8,580.2	8,680.2
Non-Appropriated Funds	300.0	300.0	300.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide quality care and resident services that exceed the highest and best practice standards for Assisted Living Facilities

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
The Pioneers' Home will have no greater than 3 deficiencies at annual survey by the Arizona Department of Health Services.	1	3	2	3	3

Goal: To build a culture of highly engaged employees

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
% of employees meeting the target AZ preforms Evaluation score	70	80	100	90	90

Goal: To optimize communication and marketing to increase awareness, partnerships, and admissions

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
% of milestones completed on time	20	70	30	70	70

Goal: To increase efficiency and effectiveness of operations

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average census	67	90	65	80	110
Monthly cost per resident (in dollars)	5,800	5,800	8,926	8,690	6,348

Goal: To ensure restoration and preservation of the Arizona Pioneers' Home

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
% of priorities completed in the Facility Assessment Report	10	30	40	60	80

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	185.6	202.5	202.5
Total	185.6	202.5	202.5

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	185.6	202.5	202.5
Total	185.6	202.5	202.5
FTE Positions	1.00	1.00	1.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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 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: Seek opportunities to update/amend the Board’s statutes and rules through either legislation or rule making.

Description: The current 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-page will become effective September 2020 that will update the Board’s rules.

The 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: Seek to improve the new e-licensing database without expending excessive funds.

Description: The Board of Podiatry, Examiners currently has a new e-Licensing 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 agency that utilize the e-License 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 e-Licensing system that is a benefit to the state.

Issue: Digitization

Description: Although Licensees and are able to apply for a new application or a renewal application through the e-License system, the Board is not paperless. Digitization would improve the efficiency of the Board as well as decrease paper usage.

Solutions:

Research cost of digitization. Research state contracted vendors.

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure that licenses are granted or renewed to qualified podiatrists.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
	0	0	0	0	0
Active licensees	508	508	516	516	516
Average overall timeframe to process initial application	32	17	25	25	25
License applications received	39	39	41	41	41
New licenses issued	33	40	35	40	40
Renewal licenses issued	479	455	470	470	470

Goal: To efficiently investigate complaints pursuant to the Board’s statutes and rules

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average number of calendar days to resolve a complaint	184	141	250	180	180
Number of complaints resolved	26	24	20	20	20
Total number of complaints opened	21	32	25	25	25

Goal: To effectively and accurately respond to public record requests

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total number of written public information requests received	9	12	12	10	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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Arizona Power Authority	20,023.9	21,833.4	20,833.4
Total	20,023.9	21,833.4	20,833.4

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	1,000.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	20,023.9	20,833.4	20,833.4
Total	20,023.9	21,833.4	20,833.4
FTE Positions	9.00	9.00	9.00

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

State 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 is responsible for licensing and overseeing 234 private postsecondary educational institutions. These institutions offer a total of 3,185 vocational and degree programs. They encompass private universities, colleges, career colleges, and vocational schools. Annually, these educational institutions cater to approximately 344,853 students and generate a gross tuition revenue of \$3,723,443,289.00.

The reach of Arizona schools extends beyond the state's borders, providing education and training to students across the nation and around the world. They employ a combination of on-site and online educational methods to facilitate learning. Additionally, Arizona institutions have the opportunity to qualify for participation in the State Authorization Reciprocity Agreement (AZ-SARA). This agreement streamlines the licensure process across 49 states and multiple territories, promoting greater accessibility and efficiency for educational institutions.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	425.4	478.2	565.2
Student Tuition Recovery Fund	257.6	274.0	274.0
Total	683.0	752.2	839.2

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	425.4	478.2	565.2
Other Non-Appropriated Funds	257.6	274.0	274.0
Total	683.0	752.2	839.2
FTE Positions	5.50	5.50	5.50

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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:

Consistently review policies and procedures to enhance their effectiveness and efficiency.

Periodically assess regulatory expertise for professional licensing and accreditation.

Enhance comprehension of ever-evolving federal regulations and accrediting standards.

Stay informed about emerging trends within the postsecondary sector.

Issue: To improve the Student Complaint Process

Issue: 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: Enhance 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:

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 within 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/dissmissed. 7. Number of student complaints resulting in disciplinary action. 8. Number of non-student complaints resolved/dissmissed. 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: Assist a closing institution in conducting an 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: 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 FY24 - FY25 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.

Issue: Quickly provide student record access to individuals impacted by a school closure.

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.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	5.5	5.5	5.5
Non-Appropriated Funds	0.0	0.0	0.0

All dollar amounts are expressed in thousands, as requested by agencies.

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 234 private postsecondary educational institutions, serving approximately 344,853 students annually. The Board acts on license applications, determines compliance, investigates complaints and violations, and takes disciplinary action.

The Board holds the authority to secure and retain student educational records from closed institutions through the administration of the Student Tuition Recovery Fund (STRF). Essential documents such as student transcripts, enrollment agreements, and financial ledger cards are kept indefinitely to ensure students have continued access to critical educational records for employment, further education, or other purposes. Additionally, the STRF fund serves to financially compensate students affected by the closure of private postsecondary institutions. The Board currently safeguards around 6 million student documents as the custodian of records.

The STRF fund operates as a non-appropriated fund and is funded through assessments imposed on licensed institutions. It maintains a minimum balance of \$500,000 and is utilized to provide restitution to students who have been harmed due to the closure of a licensed school before completing their contracted coursework. Each year, the agency receives and fulfills approximately 1,500 student record requests. It's worth noting that Arizona is one of the few states that offers access to student records following institutional closures.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	425.4	478.2	565.2
Total	425.4	478.2	565.2
FTE Positions	4.50	4.50	4.50

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve legal operations, ethical practices and quality education in the private postsecondary education sector through effective and improved regulatory practices.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average number of calendar days to pay claims	60	60	60	60	60
Number of adverse actions taken (Higher bonds, reporting/monitoring required)	37	41	37	38	40
Number of claims filed	11	20	27	15	20
Number of claims paid/settled/closed	5	8	8	8	0
Number of claims pending	0	0	0	0	0
Number of claims rejected	6	6	19	6	0
Number of institutional closures	7	10	18	15	20

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of licenses denied	0	1	0	1	1
Number of students enrolled in private institutions	578,624	585,000	344,853	345,000	347,000
Total number of institutions licensed	223	225	225	237	242
Total number of renewal licenses approved	223	231	234	240	242
Total number of Supplemental Licenses approved	356	345	263	300	325

Goal: To investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Amount available to students (in thousands)	295	400	0	500	0
Amount of assessments collected (in thousands)	379	355	367	355	355
Number of annual student complaints investigated	29	35	30	35	35
Number of institutions billed	205	217	318	221	221
Number of non-student complaints investigated	6	8	8	6	8
Number of non-student Complaints Pending	2	2	5	2	2
Number of non-student complaints resolved	24	8	24	20	20
Number of non-student complaints resulting in disciplinary action	1	2	0	0	1
Number of Student Complaints Pending	5	5	5	5	8
Number of student complaints resolved/dismissed	29	35	35	32	34
Number of student complaints resulting in disciplinary action	0	1	5	2	2
Number of written inquiries (Letter of Intent, State Authorization Letters and student questions)	151	130	151	160	180

Goal: To improve efficiency and administration of the licensing and regulation program through an internal re-structuring and enhancement of administrative policies. Conduct rules review and request rules revisions in FY24/25.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administration as a percentage of total cost	2.3	2.3	2.3	2.3	2.3
Average number of days to process requests	7	5	5	5	5
Number of student record requests processed.	1,735	2,000	2,200	2,000	0

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	519.8	443.7	488.3
Behavior Analyst	112.6	196.3	315.0
Total	632.4	640.0	803.3

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	0.0	0.0
Other Appropriated Funds	632.4	640.0	803.3
Other Non-Appropriated Funds	0.0	0.0	0.0
Total	632.4	640.0	803.3
FTE Positions	4.50	4.50	5.50

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Behavior Analyst Investigations Demand Exceed Current Staffing Capacity

Description: In order to fulfill its statutory mandate to protect the health, safety, and welfare of Arizona citizens by licensing and regulating the professions of Psychology and Behavior Analysis, the Board must identify and leverage new resources to conduct timely and thorough investigations of a dramatically increasing volume of behavior analyst complaints.

Data trends tracked and analyzed by the Arizona Board of Psychologist Examiners find the following with respect to licensure application volume, average number of licensees, and investigations:

- From FY17 to FY23, the number of applications for licensure has increased by about 600%
- From FY14 to FY23, the average number of licensees has increased by about 625%
- From FY14 to FY23, the number of investigations has increased by 2,500%
- From FY22 to FY23, the number of investigations has increased by 400%

Accordingly, the Board's data reflects an increase in the number of days required investigate behavior analyst complaint allegations and to bring investigative reports to the first level of review – the Committee on Behavior Analysts (CBA):

- Average number of days from complaint receipt to CBA review for FY22: 132
- Average number of days from complaint receipt to CBA review for FY23: 164
 - o A 25% increase in the average number of days in a single year
 - o The average number of days is forecasted to increase to 205 in FY24

Solutions:

The agency requires an additional Investigator who is dedicated solely to conducting all behavior analyst investigations and to preparing investigative reports for review by the CBA and the Board. This requirement is being submitted as a FY25 Funding Issue.

Issue: Resuming Continuing Education Audits Requires Technology Driven Efficiency Solution

Description: In order to fulfill its statutory mandate to protect the health, safety, and welfare of Arizona citizens by licensing and regulating the professions of Psychology and Behavior Analysis, the Board must implement a continuing education information management system solution that enables compliance reporting and auditing.

The Board's limited personnel resources, along with an extended and complex transition from its former licensing management system to the current platform, have necessitated a temporary pause in conducting continuing education compliance audits. The currently staffing level is insufficient to resume the previously used procedures, and higher stakes business functions with associated deadlines (investigations and applications processing) cannot be paused or re-prioritized in order to accommodate continuing education compliance audits. Acknowledging the significant level of effort as well as the costs (paper, printing, and postage) involved in conducting audits by mail, the Board identified the need to leverage an efficient technology-driven solution to resume and to facilitate the process from reporting to verification to compliance or deficiency notification.

Solutions:

In FY24, the Board will implement the CE Broker system (<https://www.cebroker.com/>) .

Licensees shall record their completed continuing education activities, upload their activity completion documentation, track their compliance status, and report completed activities through CE Broker.

The Board shall use CE Broker to verify (audit) that licensees have completed their requirements. The Board will have on-demand and real-time access to the completed activities in licensees' accounts eliminating the wait for records to be transferred or submitted. The implementation of the CE Broker platform will significantly reduce labor costs, and eradicate the audit costs associated with paper, printing and postage.

There is no fiscal impact or Funding Issue associated with this solution.

Issue: Complete Configuration and Deployment of All Unfinished Licensing Management System Modules

Description: In order to fulfill its statutory mandate to protect the health, safety, and welfare of Arizona citizens by licensing and regulating the professions of Psychology and Behavior Analysis, the Board must compel the licensing management system development team to complete the development, configuration, and deployment of the the Investigations module. This currently incomplete module (which will include both Complaints and Claims processing) is currently on hold while the development team devotes all of its available resources to completing system development and migration for all other other Arizona regulatory boards making this transition.

Solutions:

Board staff has gathered and transferred the requirements necessary for the configuration of the Investigations module to the licensing management system development team. The module configuration is tentatively slated to begin in September or October of 2023. It will be incumbent on Board staff to prioritize active and timely participation in the process and execute the tasks for which we are responsible (identifying missed requirements, testing, feedback provision, etc.).

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	5.5	5.5	5.5
Other Appropriated Funds	765.7	765.7	765.7

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of behavior analyst licensees (active/inactive)	794	850	964	950	950
Number of applications received for initial behavior analyst licensure	293	300	410	350	350
Number of new behavior analyst licenses issued	209	225	195	225	225
Average number of days to process a behavior analyst initial application for licensure	37	35	47	42	42

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of behavior analysis-related complaints received	6	10	25	30	35
Number of behavior analyst-related complaints resolved	2	10	23	27	30
Average number of days taken to notify a behavior analyst of a complaint	1	3	9	10	2
Average number of days to resolve a behavior analyst-related complaint	132	120	184	250	150

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of active licensees.	3,586	2,900	2,562	2,100	2,100
Number of applications received for initial psychologist licensure	347	185	207	225	225
Number of new psychologist licenses issued	231	100	96	110	115
Average number of days to administratively process a psychologist application for licensure (from receipt to substantive review)	43	40	42	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)	20	19	7	15	15

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of investigations	39	50	49	55	55
Number of complaints opened concerning psychologists	34	40	35	40	40
Total number of dismissed psychology-related complaints	12	15	17	15	15
Number of non-disciplinary/rehabilitative actions taken against psychologists	2	5	4	5	5
Number of disciplinary actions taken against psychologists	10	12	2	8	10
Number of psychology-related complaints resolved at the Complaint Screening Committee level	10	10	16	15	15
Number of psychology-related complaints resolved at the Board level through Board actions	14	15	13	18	18
Number of psychology-related complaints received involving unlicensed practitioners/title violators/non-jurisdictional issues	22	20	5	10	10
Number of claims received against psychologists	8	15	9	15	15
Number of reviewed claims opened as complaints	4	5	5	6	6
Number of claims against psychologists that have completed the review process	7	10	9	13	13
Average days taken to notify a psychologist of a claim. This is when the claim is resolved.	43	40	38	40	40
Average days taken to notify a psychologist of a complaint	1	5	3	3	3
Average days from date a psychology-related complaint is opened to resolution at Complaint Screening Committee	103	100	135	200	100
For psychology-related complaints referred to the full Board, average days from receipt of complaint to Board resolution/ Board action	183	180	193	200	180

Goal: To protect the public through the auditing of continuing education hours of psychologists and behavior analysts to ensure licensees maintain knowledge of current standards of practice.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Psychologists audited for compliance with continuing education requirements of A.A.C. R4-26-207.	0	100	0	100	100
Percent of audited licensees in compliance with continuing education requirements	0	95	0	100	100

Goal: To encourage public input regarding the Board’s performance through customer surveys.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Customer satisfaction rating (scale 1-8)	7.4	7.4	6.4	7.0	7.0

Agency Summary

Public Safety Personnel Retirement System

Michael F. Townsend, Administrator
Phone: (602) 689-9695
A.R.S. § 38-841

Mission:

PSPRS' mission is to provide uniform, consistent, and equitable statewide retirement programs for public safety, correctional, and elected personnel in the employ of the State or its political subdivisions.

Description:

PSPRS system consists of three separate retirement plans for public safety, elected officials and correction officers. The system provides pension payments and retirement benefits to nearly 59,000 active and retired members, and surviving beneficiaries, from more than 250 employers groups (municipalities, agencies and districts) statewide. The three system plans are governmental pension plans under section 401(a) of the Internal Revenue Code. 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 fighters - and trustees representing employers and taxpayers.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Program-Retirement Benefit Provision	31,053.8	36,515.3	36,515.3
Total	31,053.8	36,515.3	36,515.3

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	6,000.0	6,000.0	6,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	25,053.8	30,515.3	30,515.3
Total	31,053.8	36,515.3	36,515.3
FTE Positions	89.00	95.00	95.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: Sustained Funding Improvement

Description: The Board of Trustees hired a new actuary in 2019 and adopted revised actuarial assumptions, including a new funding policy. PSPRS also successfully amended statutes affecting appropriate funding levels and eliminating long-term negative amortization. PSPRS reset allocation from 9 asset classes to 3 relatively uncorrelated asset classes. PSPRS made 28.7 percent return in 2021 and continues to outperform the majority of peers.

Solutions:

Design a glide-path for excess contributions to bring asset allocation in line with strategic targets. Implement new Investment Book of Record and investment documents management system to provide access and transparency in reviewing portfolio performance and investment contract compliance and reconciliation. Align investments to cash flows in support of return assumptions, utilize interim asset allocations and continue updating actuarial cash flow projections.

Issue: Attracting and Retaining Top Talent

Description: With focus on staff engagement, PSPRS is implementing new tools including the PAS, call center phone system, investment book of record, general ledger, compliance software, investment legal document management to leverage enhanced operations to improve customer experience.

Solutions:

Foster a culture of operational efficiency and excellence with emphasis on customer service. Improve customer service inquiries with focus on one-call resolution. Incorporate automation of pension administration within PAS to reduce unnecessary manual steps, increase accuracy and enable self-service. Transition Member Service operations to a broader focus on digital self-service for more real-time data management of member records.

Issue: Stakeholder Service Improvements, Engagement and Education

Description: Since 2019, PSPRS Trustees and staff prioritized stakeholders by engaging the Advisory Committee and participating in conferences and educational seminars. PSPRS has successfully engaged employers in researching funding options and debt financing to consider paying down significant unfunded liabilities.

Solutions:

Improve customer satisfaction of members, employers and local boards through communication, process improvement and results. Focus on training and customer service expectations and responsiveness through process improvements and new tools. Develop and enable automated financial reporting period close(s) and financial report development at plan, tier, and employer levels to serve stakeholders. Continue to develop and improve the invoicing process, employer automated payment capabilities and monitoring of employer contributions. Internal audit plan implementation, including employer reviews and education.

Issue: Information System Modernization and Process Improvement

Description: In consultation with the state and federal government, the PSPRS IT team continues to evolve to security threats. IT also continues to assess, implement and support new IT tools ensuring functionality and security.

Solutions:

Implement new IBOR-Q, compliance software, transition to MS O365. Continue PAS support and verification and validation schedules. PSPRS is completing recent updates to business continuity.

Issue: Improving PSPRS Governance

Description: Board addressed committee structure and re-engaged the Advisory Committee on priorities and legislative considerations. Improvements to internal documentation of processes and procedures, including reporting and monitoring compliance.

Solutions:

Partnership with ASRS, including health insurance. Cancer Insurance Program Plan structure analysis and future plan designs, including use of reserves. PSPRS Governance Manual charter reviews and updates that serves accountability, transparency and performance.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	95.0	95.0	95.0
Non-Appropriated Funds	30,515.3	30,515.3	30,515.3

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To continue improving pension sustainability through review of actuarial assumptions, experience study, stress test and management of the System's assets.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Annual PSPRS Trust investment return percentage.	(1.85%)	7.30%	7.64%	7.20%	7.20%
3-year risk adjusted investment return percentile ranking	81.00%	75.00%	58.00%	75.00%	75.00%
5-year risk adjusted investment return percentile ranking	73.00%	75.00%	76.00%	75.00%	75.00%
10-year risk adjusted investment return percentile ranking	49.00%	75.00%	51.00%	75.00%	75.00%

Agency Summary

Department of Public Safety

Jeffrey Glover, Cabinet Executive Officer

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 state-level policing, traffic safety, criminal interdiction, narcotics, organized crime, auto theft, commercial vehicle enforcement, sex offender monitoring and regulatory functions. Services also include criminal intelligence, gang enforcement, scientific analysis, air rescue, critical incident investigations, criminal information systems, training, and statewide communications. Operational and technical assistance is provided to local and state agencies and other components of the criminal justice community. The Department also promotes and enhances the quality of public safety through cooperative enforcement and community awareness programs.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Agency Support	148,378.4	157,317.1	121,579.0
Highway Patrol	167,766.3	149,044.5	149,067.4
Criminal Investigations	103,168.5	107,934.9	111,050.1
Technical Services	87,177.5	136,636.4	88,566.2
Arizona Peace Officer Standards and Training	7,255.5	7,821.5	7,526.6
SLI Major Incident Division	7,817.9	17,000.0	25,068.6
Total	521,564.1	575,754.4	502,857.9

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	333,647.0	366,140.6	327,286.2
Other Appropriated Funds	77,155.8	78,359.1	73,295.8
Other Non-Appropriated Funds	110,761.2	131,254.7	102,275.9
Total	521,564.1	575,754.4	502,857.9
FTE Positions	2,346.20	2,368.70	2,477.70

All dollar amounts are expressed in thousands, as requested by agencies.

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 state-level policing, traffic safety, criminal interdiction, narcotics, organized crime, auto theft, commercial vehicle enforcement, sex offender monitoring and regulatory functions.

Services also include criminal intelligence, gang enforcement, scientific analysis, air rescue, critical incident investigations, 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 the Governor's priorities of protecting and strengthening the well-being of our communities and growing Arizona's workforce development and employing innovation.

The Department continues its strategies and efforts to improve traffic safety, keep traffic flowing and maintaining a focus on commercial vehicle safety. The Department is endeavoring to keep Arizona safe by addressing the influx of narcotics and other criminal activity within the state.

The Department continues to build positive relationships with the communities it serves through involvement and awareness outreach programs and further implementation of its Major Incident Division for law enforcement investigations.

The Department will continue to leverage innovation and modernization of technologies in the areas of radio and telephone (including 9-1-1) communications infrastructure upgrades, business unit processing and customer service area improvements including online services.

The State and the Department benefit from a diverse, dedicated, qualified and supported workforce. The Department will expand on its high school and college internship programs, improve trooper remote housing, and continue to provide high-quality professional development and training opportunities.

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"> Enhanced security measures and capabilities for elected officials. Increased data analysis to place personnel in the areas of greatest concern to provide the most direct response to fatality collisions. Dismantled and eradicated a criminal street gang and business known for narcotics sales. Purchased and deployed a new Bell 429 helicopter for southern Arizona and secured funding for one in northern Arizona. Major Incident Bureau Phase 1 implementation completed.
2	Improve service delivery and value to internal and external customers.	2019	<ul style="list-style-type: none"> Public Services Portal Phase 2 completed. Through the use of lean process improvements, eliminated or significantly reduced backlogs for applicant cards, occupational licensing, concealed weapons permits, sex offender compliance monitoring and DNA analysis. Created a new intelligence analyst basic school and analyst academy open to other agencies to improve and standardize intelligence analysis statewide. Increased supplier contracts for automotive repairs and parts statewide.
3	Invest in recruiting, building and retaining highly engaged and valued employees.	2020 Modified 2022	<ul style="list-style-type: none"> Completed construction of a new fitness center and developed and implemented a voluntary physical fitness program. The number of incoming applications and filled agency positions are increasing. Launched a high school internship program. Continued focus and dedication to training programs.
4	Implement new technologies across the work environment.	2022	<ul style="list-style-type: none"> Increased network bandwidth at remote locations. Onboarded 142 new agencies to a malware sharing program/Slack information sharing channel for cyber awareness. New live-streaming capabilities. Implemented a new electronic personnel appraisal system. Implemented simunition handguns at the state trooper

1	Improve highway safety through active roadway, driver, incident management and trooper education.	<ul style="list-style-type: none"> Number of employees trained in impaired driver detection. Number of DUI-focused details conducted per district. Number of restraint-focus details conducted per year. Number of details focused on collision-causing hazardous violations. Number of collision-causing hazardous violations. Number of commercial motor vehicle (CMV) details conducted. Number of CMV inspections completed. Number of CMV drivers and vehicles placed out-of-service. Percentage of troopers achieving CMV certification. 	<ul style="list-style-type: none"> Achieve staffing model goals for DUI training. Each district will conduct specified enforcement details. Each district will conduct specific community outreach events on impaired driving. Distribution of equipment to detect and successfully prosecute impaired drivers. Conduct targeted enforcement details in CMV high crash areas. Conduct CMV Federal Motor Carrier Safety Administration training and certification courses. Assist troopers in training for CMV inspection certification by providing coaches. Evaluate crash and enforcement data to target CMV out-of-service violations.
1	Detect and disrupt illegal narcotics, career criminal and transnational criminal organizations.	<ul style="list-style-type: none"> Number of narcotics and criminal enforcement operations conducted. Number of Tactical Diversion Unit investigations. 	<ul style="list-style-type: none"> Partner with federal, state, county and municipal agencies to create and use data for intelligence-driven investigations. Conduct and participate in enforcement operations and joint, multi-agency, collaborative operations.
2	Implement the Major Incident Division Year-2 Plan.	<ul style="list-style-type: none"> Percentage of investigation requests accepted. Percentage of Year-2 staffing hired. Percentage of employees attending minimum required training. 	<ul style="list-style-type: none"> Aid law enforcement agencies with investigative support and resources. Maintain maximum availability for investigative response for requests for service. Conduct robust and vast recruiting for investigative staff. Provide training in force science, homicide, basic interviewing and crime scenes.
2	Prioritize communications infrastructure upgrades. (A3 Breakthrough)	<ul style="list-style-type: none"> Percentage of microwave replacement target completed. Percentage of Master Site upgrades completed. (A3) Percentage of end-of-life equipment replaced. 	<ul style="list-style-type: none"> Upgrade/replace southern and western microwave systems. Update the Phoenix Master Site. Prioritize and replace end-of-life wireless communications equipment within budget allowance. (A3) Replace all end-of-life servers and switches.
2	Improve business unit customer service and process. (A3 Breakthrough)	<ul style="list-style-type: none"> (A3) Percentage of phone project milestones completed. Reduce the number of DNA cases older than 60 days. 	<ul style="list-style-type: none"> (A3) Analyze, develop and implement a plan to address telephone hold times across bureaus. Streamline workflows in serology and casework sections. Implement higher capacity and more efficient laboratory instrumentation and software applications.
2	Advocate community involvement and awareness.	<ul style="list-style-type: none"> Percentage of events livestreamed. Number of human-interest stories published. Number of CMV safety education talks/classes conducted. 	<ul style="list-style-type: none"> Live stream DPS events and publish human interest stories, Colonel's statements and PSAs. Reach out to trucking companies, school bus districts; present Share the Road, Truck Safety to teenage drivers and other community events on safe driving practices.
3	Improve employee development, retention and talent acquisition.	<ul style="list-style-type: none"> Number of HPD roll call training. Number of professional development opportunities. Percentage replacement of 20 remote trooper houses. Number of Canvas courses. Number of interns in each category. 	<ul style="list-style-type: none"> HPD to provide monthly roll call training. Director's Office to provide training classes for promotional advancement. ASD to develop and implement a plan to replace the houses. ASD to provide Canvas training on financial, physical and mental well-being. ASD/TSD to develop and expand college and high school internship programs.
4	Implement new and next phase technology projects. (A3 Breakthroughs)	<ul style="list-style-type: none"> (A3) Percentage of project milestones completed per project. 	<ul style="list-style-type: none"> (A3) Implement Next Generation 9-1-1 (ADOA 9-1-1- program) in Operational Communications. (A3) Implement ACCTrak modernization in the Clearance Card Section. (A3) Field test portable LMR radios with push-to-talk over LTE features.

5 Year Plan

Issue: Public Safety

Description: The Department continues its strategies and efforts to improve traffic safety, keep traffic flowing and maintaining a focus on commercial vehicle safety. The Department is endeavoring to keep Arizona safe by addressing the influx of narcotics and other criminal activity within the state. The Department also intends to improve public safety through the investigation of police-involved shootings and other critical use of force events through oversight and training.

Solutions:

The Department's strategy to improve public safety includes Highway Patrol solutions related to increased training in impaired driver detection, DUI-focused enforcement details, restraint-focused enforcement details, collision-causing hazardous violations enforcement details. The Commercial Vehicle Safety Partnership will conduct commercial motor vehicle (CMV) enforcement details, CMV inspections and trooper CMV training and certification improvements. The Criminal Investigations Division will focus on narcotics and criminal enforcement operations and tactical diversion unit investigations targeting the over prescription of opioids. The Major Incident Division will improve on the number of investigation requests it can accept and continue to build out the new division with new employees and training.

Issue: Improving Service Delivery and Value to Internal and External Customers

Description: The Department continues to leverage innovation and modernization technologies in the areas of radio and telephone communications infrastructure, business unit processing and customer service area improvements including bolstering online services.

One focus item includes the Master Site Upgrade which contains the servers that control all radio traffic within the digital system as well as user data, radio ID, GPS data and network performance. A master site exists in Yuma and Phoenix providing redundant operation, providing a geographic separated backup system that permits shared system administration and coverage. Each system is required to be of the same system release or software version. The Yuma site is owned by the Yuma Regional Communications System and plans to upgrade in 2024; therefore, the DPS site in Phoenix cannot fall behind. The Department will also evaluate modern land mobile radio systems.

The statewide microwave radio system is a series of towers situated on mountain tops and divided into three loops that allows troopers and other state agencies to communicate with dispatch centers while in the field. Construction projects remain for digital and infrastructure upgrades to the loops and loop sites.

Solutions:

The Department intends to improve with metrics related to prioritizing communications infrastructure upgrades for the southern and western microwave systems, Phoenix Master Site, replacing end-of-life wireless communications equipment, replacement of end-of-life services and switches all within budget allowance.

The Department also intends to improve its business unit customer services and processes with metrics related to analysis of telephone hold times and implementation of higher capacity and more efficient crime laboratory instrumentation and software applications.

Lastly, the Department will improve its communication with its stakeholders through community involvement and awareness programs.

Issue: Investing in Recruiting, Building and Retaining Highly Engaged and Valued Employees

Description: The Department benefits from a fully staffed, diverse, dedicated, qualified and supported workforce and continues its efforts in those areas. The Department recognizes the need to recruit qualified persons to sustain its workforce.

Solutions:

The Department intends to improve employee development, retention and talent acquisition.

The Department will continue developing its training programs to provide relevant and quality training to employees in various disciplines for professional development.

The Department will continue to modernize outdated or dilapidated remote trooper housing as a part of its employee retention, health and well-being objectives.

The Department recognizes it needs to develop future workforce employees earlier and is employing methods to recruit high school and college students as interns with the intent they will apply for full-time positions after their schooling.

Issue: Implement New Technologies Across the Work Environment

Description: Technology is continually advancing at a rapid rate. For the Department to meet its vision of being the national model in providing state-level law enforcement services, it must continually advance workplace technologies.

Solutions:

The Department continues its quest to implement new and next phase technology projects. These projects will also improve service delivery to internal and external customers. The Department intends to modernize to the Next Generation 9-1-1 system in its dispatch centers, improve computerized database and online service for its clearance card section and will field test the latest technology in portable land-mobile radios systems and push-to-talk over LTE features in communications.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	2,261.0	2,306.3	2,352.4
General Fund	336,046.5	346,127.9	356,511.7
Other Appropriated Funds	75,719.4	77,991.0	80,330.7
Non-Appropriated Funds	46,817.1	48,221.6	49,668.3
Federal Funds	58,527.1	60,282.9	62,091.4

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve service delivery and value to internal and external customers.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
DO. Number of events livestreamed.	0	0	0	12	12
DO. Number of human-interest stories published.	0	0	0	12	12

Goal: To improve public safety in Arizona.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
MID. Percentage of investigation requests accepted.	0%	0%	0%	95%	0%
MID. Number of Year-2 staff hired.	0	0	0	30	0
MID. Percentage of employees attending minimum required training.	0%	0%	0%	100%	0%

Program Summary

Agency Support

Jenna Mitchell, Assistant Director
Phone: (602) 223-2441
A.R.S. § 41-1713

Mission:

To provide public safety to the state of Arizona.

Description:

The Agency Support Division provides support functions with primary responsibility in the areas of human resources, aviation support for statewide law enforcement and search and rescue missions, training including the State Trooper Academy, records, facilities, fleet and procurement. The Division's leadership philosophy is to promote a culture of extraordinary service by fostering a work environment that encourages personnel engagement, recognition, accountability, equality, safety and service. Each strategic priority was developed to ensure overall success and accountability. Additionally, each was designed to further compliment the Department's mission and objectives and align with its strategic mission. The Division's strategic priorities, objectives, initiatives and metrics serve as the foundation for its staff and leadership to guide day-to-day operations.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	75,336.7	86,143.5	73,931.3
Other Appropriated Funds	10,090.7	9,262.7	6,776.2
Other Non-Appropriated Funds	62,951.0	61,910.9	40,871.5
Total	148,378.4	157,317.1	121,579.0
FTE Positions	397.00	324.50	321.50

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To invest in recruiting, building and retaining highly engaged and valued employees.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of college/high school interns in Agency Support Division.	0	0	0	2	0

Subprogram Summary

Agency Support

Jenna Mitchell, Assistant Director
 Phone: (602) 223-2441
 A.R.S. § 41-1713

Mission:

To provide public safety to the state of Arizona.

Description:

The Agency Support Division provides support functions with primary responsibility in the areas of human resources, aviation support for statewide law enforcement and search and rescue missions, training including the State Trooper Academy, records, facilities, fleet and procurement. The Division's leadership philosophy is to promote a culture of extraordinary service by fostering a work environment that encourages personnel engagement, recognition, accountability, equality, safety and service. Each strategic priority was developed to ensure overall success and accountability. Additionally, each was designed to further compliment the Department's mission and objectives and align with its strategic mission. The Division's strategic priorities, objectives, initiatives and metrics serve as the foundation for its staff and leadership to guide day-to-day operations.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	50,100.0	47,600.0	50,623.1
Other Appropriated Funds	4,442.5	2,521.1	3,705.8
Other Non-Appropriated Funds	62,397.6	60,964.6	39,925.2
Total	116,940.1	111,085.7	94,254.1
FTE Positions	339.00	266.50	263.50

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Invest in recruiting, building and retaining highly engaged and valued employees.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
ASD, number of professional development opportunities; includes Canvas courses related to being financially, mentally and physically healthy.	0	4	4	4	4
ASD. Percentage replacement of 20 remote trooper homes.	0%	0%	0%	100%	0%

Subprogram Summary

Aviation

Jenna Mitchell, Assistant Director
Phone: (602) 223-2441
A.R.S. §§ 28-240, 41-1834

Mission:

To provide critical operational and aviation support to the Department and the citizens of Arizona through its fleet of rotary and fixed-wing aircraft.

Description:

The Bureau provides support to local, state and federal partners. The bureau maintains four rotary-wing air bases throughout Arizona, one fixed-base air base and one maintenance hanger located at Sky Harbor Airport. The Bureau's aircraft fleet is comprised of three Bell 429 helicopters, two Bell 407 helicopters and two Beechcraft King Air fixed-wing aircraft.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	6,698.0	6,200.0	6,200.0
Other Appropriated Funds	2,002.0	2,000.0	2,000.0
Other Non-Appropriated Funds	553.4	946.3	946.3
Total	9,253.4	9,146.3	9,146.3
FTE Positions	58.00	58.00	58.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve service delivery and value to internal and external customers.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
ASD. Percentage of aviation availability.	61.00	55.00	61.75	55.00	55.00

Program Summary

Highway Patrol

Deston Coleman Jr., Assistant Director

Phone: (602) 568-3448

A.R.S. §§ 41-1711 et. seq.

Mission:

To provide public safety to the people of Arizona by enforcing state laws, deterring criminal activity and continually earning trust within the community.

Description:

The Highway Patrol Division provides statewide law enforcement services to the people of Arizona. State troopers are well trained in skills critical to public safety. These skills include collision investigation, impaired driver detection, traffic enforcement and detection of narcotics. The Division strives to provide the public with the highest levels of professionalism during interactions.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	113,184.5	88,500.1	94,927.5
Other Appropriated Funds	34,819.5	28,905.0	29,155.0
Other Non-Appropriated Funds	19,762.4	31,639.4	24,984.9
Total	167,766.3	149,044.5	149,067.4
FTE Positions	986.20	980.00	980.00

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Patrol

Deston Coleman Jr, Assistant Director
 Phone: (602) 568-3448
 A.R.S. §§ 41-1711 et. seq.

Mission:

To provide public safety to the people of Arizona by enforcing state laws, deterring criminal activity and continually earning trust within the community.

Description:

The Highway Patrol Division provides statewide law enforcement services to the people of Arizona. State troopers are well trained in skills critical to public safety. These skills include collision investigation, impaired driver detection, traffic enforcement and detection of narcotics. The Division strives to provide the public with the highest levels of professionalism during interactions.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	108,300.0	84,100.1	90,184.1
Other Appropriated Funds	27,527.4	22,515.0	22,765.0
Other Non-Appropriated Funds	8,259.5	9,028.7	9,028.7
Total	144,086.9	115,643.8	121,977.8
FTE Positions	879.20	879.00	879.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve public safety in Arizona.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
HPD. Number of collision-causing hazardous violations.	0	0	297,292	0	0
Percentage of eligible troopers certified in HGN, ARIDE, DRE and phlebotomy staffing model.	100	100	100	100	100
HPD. Number of district details focused on collision-causing hazardous violations.	739	216	284	72	72

Goal: To invest in recruiting, building and retaining highly engaged and valued employees.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of Highway Patrol monthly roll call training sessions.	0	12	35	12	12

Subprogram Summary

Commercial Vehicle Enforcement

Christopher Hemmen, Acting Assistant Director
 Phone: (602) 223-5081
 A.R.S. §§ 41-1711 et. seq.

Mission:

To ensure safe, secure and efficient commercial transport across Arizona.

Description:

The Arizona Commercial Vehicle Safety Partnership Division 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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	2,900.0	4,400.0	4,743.4
Other Appropriated Funds	6,000.0	3,500.0	3,500.0
Other Non-Appropriated Funds	10,682.7	21,410.7	14,756.2
Total	19,582.7	29,310.7	22,999.6
FTE Positions	104.00	101.00	101.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve public safety in Arizona.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of commercial vehicle inspections completed.	33,500	N/A	35,663	0	0
Percentage of troopers achieving commercial vehicle certification.	30	38	38	39	39
CMV. Number of operational details targeting commercial vehicles.	0	36	115	96	96

Goal: To improve service delivery and value to internal and external customers.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
CMV. Number of commercial motor vehicle safety education talks/classes conducted.	0	0	0	60	60

Program Summary

Criminal Investigations

Timothy Chung, Assistant Director

Phone: (602) 223-2812

A.R.S. §§ 41-1761 et. seq.

Mission:

To protect the public by deterring crime using intelligence gathering, innovative investigative and specialized enforcement strategies and resources to disrupt and dismantle criminal organizations and investigate crimes.

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 Division's 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 response when requested by other criminal justice agencies. The Division provides high-risk tactical responses to acts of extraordinary violence and domestic preparedness incidents.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	83,119.0	86,960.0	91,099.6
Other Appropriated Funds	7,966.6	6,398.7	6,398.7
Other Non-Appropriated Funds	12,083.0	14,576.2	13,551.8
Total	103,168.5	107,934.9	111,050.1
FTE Positions	464.20	461.20	461.20

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Criminal Investigations

Timothy Chung, Assistant Director
 Phone: (602) 223-2812
 A.R.S. §§ 41-1761 et. seq.

Mission:

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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 Division’s 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 response when requested by other criminal justice agencies. The Division provides high-risk tactical responses to acts of extraordinary violence and domestic preparedness incidents.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	36,800.0	30,800.0	34,939.6
Other Appropriated Funds	4,088.1	3,022.2	3,022.2
Other Non-Appropriated Funds	12,083.0	14,576.2	13,551.8
Total	52,971.1	48,398.4	51,513.6
FTE Positions	265.90	262.90	262.90

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve public safety in Arizona.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
CID. Number of narcotics and criminal enforcement operations conducted.	0	0	0	12	12
CID. Number of Tactical Diversion Unit investigations.	0	0	18	8	0

Goal: To invest in recruiting, building and retaining highly engaged and valued employees.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of Criminal Investigations Division professional development opportunities.	0	0	0	4	4

Program Summary

Technical Services

Daven Byrd, Assistant Director
Phone: (602) 223-2348
A.R.S. §§ 41-1711, 41-1712, 41-1750

Mission:

To provide technical, regulatory and support services essential to public safety in Arizona.

Description:

The Division performs multiple vital public safety support functions. The Division operates two communications centers providing state-wide radio dispatch services to troopers, emergency medical services and other law enforcement dispatch centers. The Division provides reliable, wireless infrastructure and mobile devices enabling public safety personnel to communicate and share information across the state by supporting not only the Department's communications needs, but communications for many federal, tribal, state and local government agencies. The Division provides technology support for the Department and for the state criminal justice system technical infrastructure. The Division operates and regulates the statewide Arizona Criminal Justice Information System, Central State Repository and Arizona Biometric Information System. The Division manages Arizona's sex offender registry, licenses and regulates the security guard and private investigator industries and issues concealed weapons permits. The Division is also the source of fingerprint criminal history checks for licensees, job applicants and volunteers that are required to complete statutorily-mandated background checks or obtain fingerprint clearance cards.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	48,089.0	80,961.0	35,717.6
Other Appropriated Funds	24,279.1	33,792.7	30,965.9
Other Non-Appropriated Funds	14,809.4	21,882.7	21,882.7
Total	87,177.5	136,636.4	88,566.2
FTE Positions	498.80	572.00	574.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To invest in recruiting, building and retaining highly engaged and valued employees.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of high school and college interns in the Technical Services Division.	0	0	0	14	14

Subprogram Summary

Scientific Analysis

William Long, Assistant Director

Phone: (602) 223-2069

A.R.S. §§ 41-1761 et. seq.

Mission:

To assist the Department, the Arizona criminal justice community and the public in the timely investigation and adjudication of criminal cases by using state-of-the-art analytical techniques, providing the most accurate scientific analysis of evidence and presenting expert testimony in court.

Description:

The Scientific Analysis Bureau (SAB) provides comprehensive forensic services to Arizona law enforcement and criminal justice agencies. The SAB operates four Regional Crime Laboratories around the state: the Central Regional Crime Laboratory (CRCL) in Phoenix, the Southern Regional Crime Laboratory (SRCL) in Tucson, the Northern Regional Crime Laboratory (NRCL) in Flagstaff, and the Western Regional Crime Laboratory (WRCL) in Lake Havasu City. SAB provides services in the following forensic disciplines: Forensic Biology (DNA), Drug Toxicology, Blood Alcohol, Controlled Substances, Latent Fingerprints, Firearms, Trace Analysis, Questioned Documents, DNA Database, Breath Alcohol, Crime Scene Response, and the Rapid DNA Program.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	5,700.0	0.0	(1,661.1)
Other Appropriated Funds	17,935.1	23,588.3	23,588.3
Other Non-Appropriated Funds	2,646.2	2,326.0	2,326.0
Total	26,281.2	25,914.3	24,253.2
FTE Positions	164.00	164.00	164.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve service delivery and value to internal and external customers.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of DNA cases exceeding 60 days old.	477	100	44	100	100

Subprogram Summary

Communications and Information Technology

Daven Byrd, Assistant Director
 Phone: (602) 223-2438
 A.R.S. §§ 41-1713, 41-1749

Mission:

To provide information management systems, technical and support services essential to public safety in Arizona.

Description:

The Bureau is comprised of four sections: Information Technology, Customer Service Support Section, Project Management and Applications Engineering and Development Section. The Bureau is responsible for managing and supporting the statewide Arizona Criminal Justice Information System for approximately 400 law enforcement and criminal justice agencies. Personnel within the Bureau engineer, develop and support complex technical software applications for end-users as well as manage the computer systems, networks and hardware required to operate them. Project managers coordinate resources and ensure large-scale projects are completed on time. The Bureau is also responsible for Criminal Justice Information System technical security.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	37,189.0	30,861.0	31,378.7
Other Appropriated Funds	1,528.2	1,508.4	1,508.4
Other Non-Appropriated Funds	1,039.1	2,247.6	2,247.6
Total	39,756.3	34,617.0	35,134.7
FTE Positions	223.80	227.00	227.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To implement new technologies across the work environment.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
TSD. Percentage of southern/western microwave replacement target completed.	0%	0%	0%	100%	0%
TSD. Percentage of the Master Site upgrades completed.	0%	0%	0%	100%	0%
TSD. Percentage of end-of-life equipment replaced.	0%	0%	0%	100%	0%
TSD. Percentage of telephone hold time project milestones completed.	0%	0%	0%	20%	0%
TSD. Percentage of project milestones completed for the Next Gen 9-1-1 system.	0%	0%	0%	100%	0%
TSD. Percentage of project milestones completed for the LMR/LTE radios.	0%	0%	0%	100%	0%

Subprogram Summary

Criminal Information and Licensing

Eloyed Griego Jr, Major
 Phone: (602) 223-2563
 A.R.S. Titles 24, 26, 32, 41; §§ 41-1750, 41-2401 et. seq.

Mission:

To provide technical, regulatory and support services essential to public safety in Arizona.

Description:

The Licensing and Regulatory Bureau (LRB) and the Criminal Justice Services Bureau (CJSB) comprise this budget program.

The LRB is comprised of the Processing and Compliance Section (Applicant Processing Team, Sex Offender Compliance Unit), the Fingerprint Clearance Card Section and the Licensing Section (Security Guards and Private Investigators), Licensing Investigation Unit and the Concealed Weapons Unit.

The CJSB is comprised of three areas: Access Integrity Unit, Biometrics Technology Section and the Central State Repository Section. The CJSB is responsible for managing the Arizona Criminal Justice Information System (ACJIS), Central State Repository and the Arizona Biometric Information System (ABIS). The CJSB provides operator/user agency training and conducts compliance monitoring of access to criminal justice information. The CJSB also maintains statewide criminal records repository and fingerprint system and collects and publishes state crime statistics.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	5,200.0	5,600.0	5,600.0
Other Appropriated Funds	4,815.8	5,696.0	5,869.2
Other Non-Appropriated Funds	11,124.2	17,309.1	17,309.1
Total	21,140.0	28,605.1	28,778.3
FTE Positions	111.00	181.00	183.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve service delivery and value to internal and external customers.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
TSD. Percentage of project milestones completed for the ACCTrak Clearance Card system.	0%	0%	0%	100%	0%

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	6,100.0	6,576.0	6,541.6
Other Non-Appropriated Funds	1,155.5	1,245.5	985.0
Total	7,255.5	7,821.5	7,526.6
FTE Positions	0.00	31.00	31.00

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	1,155.5	1,245.5	1,245.5
Total	1,155.5	1,245.5	1,245.5

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve in-service training and certification enforcement standards of peace officers.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
AZPOST Average number of days to review and complete investigations.	127	180	69	180	180
Number of in-service programs presented by AZPOST.	55	40	54	40	40

Agency Summary

Department of Real Estate

Susan Nicolson, Cabinet Executive Officer

Phone: (602) 771-7769

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	2,613.8	3,275.0	4,506.1
Total	2,613.8	3,275.0	4,506.1

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	2,563.4	3,198.0	4,429.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	50.4	77.0	77.0
Total	2,613.8	3,275.0	4,506.1
FTE Positions	25.00	37.00	37.00

All dollar amounts are expressed in thousands, as requested by agencies.

Summary of Multi-Year Strategic Priorities

Vision: The Arizona Department of Real Estate will serve to educate and proactively work with the real estate profession to better protect Arizona consumers and hold accountable licensees failing to meet statutory requirements and standards.

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 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.

Executive Summary: With proactive communication and education, the Arizona Department of Real Estate works to protect the public through a statutorily established licensing and regulatory scheme designed to encourage disclosure, high standards of client representation and a requirement for licensee’s to provide reasonable skill and care.

Strategic Issues

- Position the department to successfully transition to a new customer relationship management solution;
- Identify customers, their values and expectations;
- As practicable, practice data driven decision making and structured problem solving;
- 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	Modernize Auditing and Investigations Policies and Procedures to Better Regulate Current Practices in Real Estate Profession	FY23	<ul style="list-style-type: none"> •In FY23, Deputy Commissioner from industry hired and is performing an assessment of current policies as they relate to current business models and practices.
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	Redesign Enforcement and Compliance to Better Address Found Violations	FY23	<ul style="list-style-type: none"> •In FY23, while following the disciplinary matrix, consent orders began to better hold accountable licensees for found violations. •In FY23, began using provisional licenses only as necessary; favoring issuance or denial.
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	Increase Number of Engaged Staff Members	FY23	<ul style="list-style-type: none"> •In FY22, Department observed an 11 percent increase in engaged workforce as determined by engagement scores. •In FY 23, began offering, contracting for and allowing training of staff by external experts and associations. •In FY23, reviewed staff salaries and position descriptions to ensure they appropriate to work performed.

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Modernize Auditing and Investigations Policies and Procedures to Better Regulate Current Practices in Real Estate Profession	<ul style="list-style-type: none"> % Update Broker Audit Declaration % Update Audit Checklist % of Processes Auditors are Trained On % of cross trained investigators and auditors % of standardization of minimum requirements for investigation 	<ul style="list-style-type: none"> Update Auditing and Investigation Policies, Procedures and Processes Create process flows with timeline expectations
2	Bolster Continuity of Operations	<ul style="list-style-type: none"> % of Processes that Staff are Trained to Perform within their Division % of Processes Updated in Procedure Manuals 	<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	Redesign Enforcement and Compliance to Better Address Found Violations	<ul style="list-style-type: none"> # Decrease in issuing provisional licenses to first time licensees % Increase in matching consent terms to found violations % Decrease in licensees on consent orders and accelerated settlements agreements violating those orders 	<ul style="list-style-type: none"> Increase effectiveness of tools used in enforcement and compliance (Consent Orders, Accelerated Settlement Agreements, and Provisional Licenses) Decrease use of provisional licenses on first time issued licenses
4	Update AAC, Title 4, Ch28 to include legislative changes and outstanding 5-year-rule review findings Decrease Deficiency Rate of Forms	<ul style="list-style-type: none"> % of Review Completed % of Drafting Completed % of Requirements to Proceed through GRRC % of 2-Minute Applications Returned to Applicant Unprocessed 	<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	Minimize Regrettable Employee Attrition Increase Number of Engaged Staff Members	<ul style="list-style-type: none"> % of Turnover % of Employee Engagement 	<ul style="list-style-type: none"> Encourage Staff Training and Development Opportunities Implement Flexibility in Telework

5 Year Plan

Issue: Improve Education

Description: Collaborate with real estate school administrators and educators and implement changes to ensure real estate education is equitable, relevant and effective.

% increase in number of first time test takers passing real estate salesperson exam (46% in FY23Q4)

Binary - Offer exams in Spanish

Solutions:

Return Arizona's exam to the national standard offered by the Association of Real Estate License Law Officials.

Amend vendor contract to offer the exam in multiple languages.

Explore opportunities for engagement with high schools and Career Technical Education programming.

Issue: Housing and Human Services

Description: Reinforce education and outreach and support enforcement related to opportunity to affordable housing.

Create and distribute a free pre-approved content outline for Continuing Education for real estate schools and educators on veteran loans; myths, benefits, and truth by the end of FY24Q2

Solutions:

Increase training on and outreach to veterans and other populations negatively impacted by discrimination based on disability or sources of income.

Train investigators to recognize and refer alleged violations of THE fair housing ACT and THE real estate settlement procedures act to appropriate federal and state partners.

Better identify property management courses for those licensees engaged in it.

Issue: Resilience, Water, and the Environment

Description: Ensure integrity and effectiveness of the subdivision public report and its requirements

Highlight education for and communication to licensees on available resources for water disclosure to best protect the public

Create and distribute a free pre-approved content outline for Continuing Education for real estate schools and educators on Water in Arizona: Questions you should ask before purchasing or renting property by end of FY24Q2

Quarterly work with associations to provide water updates and trainings.

Solutions:

Serve as subject matter experts in resiliency discussions as it relates to requirements around the public report in the offering and sale of subdivision lots.

Continue to ensure current requirements around public report applications are verified and met.

Require water disclosure as part of Continuing Education for licensees

Issue: Border Security, Public Safety, and Criminal Justice

Description: Improve access to the department, address legislative challenges to enforcement of deed fraud and educate and partner with law enforcement on potential fraudulent activity in real estate

Quarterly provide outreach on deed fraud and red flags of deed fraud.

Provide draft legislation to the Governor’s Office by Sept. 15, 2023 for consideration of the 2024 Legislative Session to better protect Arizona Property Owners.

Solutions:

Partner with the Arizona Prosecuting Attorneys’ Advisory Council, Counties, and the Attorney General’s Office to create an inhospitable environment for fraud in Arizona.

Close gaps in Arizona Statute that allow for ease of access to committing deed fraud.

Issue: Affordable and Thriving Economy

Description: Eliminate unnecessary and outdated regulation while creating a level playing field and modernizing regulations to current business models

Increase accessibility into the real estate profession by offering licensing exams in Spanish and English.

Quarterly provide outreach on improved compliance with statutory requirements.

Create videos designed to assist prospective licensees on how to obtain a license, open a real estate entity and obtain a real estate broker license

Solutions:

Draft and pass omnibus of Title 32, Chapter 20 to update statutes to current business models.

Secure a business analyst to complete a Scope of Work designed to identify the best commercial software for the Department of Real Estate in supporting the regulated businesses and licensees.

Translate complaint forms into Spanish and train staff on use of translation vendors.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	37.0	37.0	37.0
General Fund	4,430.0	4,430.0	4,430.0
Non-Appropriated Funds	1,200.0	1,200.0	1,200.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Collaborate with real estate school administrators and educators and implement changes to ensure real estate education is equitable, relevant and effective.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Increase % in number of first time test takers passing real estate salesperson exam	0%	0%	46%	48%	52%

Goal: Reinforce education and outreach and support enforcement related to opportunity to affordable housing.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Create and distribute a free pre-approved content outline for Continuing Education for real estate schools and educators on veteran loans; myths, benefits, and truth by the end of FY24Q2	0	0	0	Yes	Yes

Goal: Ensure integrity and effectiveness of the subdivision public report and its requirements

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Create and distribute a free pre-approved content outline for Continuing Education for real estate schools and educators on Water in Arizona; Questions you should ask before purchasing or renting property by end of FY24Q2	0	0	0	Yes	Yes

Goal: Improve access to the department, address legislative challenges to enforcement of deed fraud and educate and partner with law enforcement on potential fraudulent activity in real estate

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Quarterly provide outreach on deed fraud and red flags of deed fraud.	0	0	0	Yes	Yes

Goal: Eliminate unnecessary and outdated regulation while creating a level playing field and modernizing regulations to current business models

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Quarterly provide outreach on improved compliance with statutory requirements.	0	0	0	Yes	Yes

Agency Summary

Residential Utility Consumer Office

Cynthia Zwick, Cabinet Executive Officer

Phone: (602) 364-4848

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 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 affect the rates paid and services received by residential ratepayers.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Ratepayer Representation	1,357.0	1,597.2	1,699.3
Total	1,357.0	1,597.2	1,699.3

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	1,357.0	1,597.2	1,699.3
Total	1,357.0	1,597.2	1,699.3
FTE Positions	12.00	10.00	11.00

All dollar amounts are expressed in thousands, as requested by agencies.

Residential Utility Consumer Office

Fiscal Year 2024 Strategic Plan 3-pager

Agency Director:
Strategic Planner:
Last modified:

Cynthia Zwick
Cynthia Zwick
06/08/2023

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 FY2024 strategic plan is designed to optimize customer value, continually improve operations, and develop an engaged, high-performing team.

With a core mission to represent and protect the interests of residential ratepayers in proceedings before the ACC, RUCO will strive for organizational excellence through continued improvement of office processes and through increased strategic planning, community collaboration, and statewide stakeholder education and outreach. RUCO will also focus on fostering an engaged, high performing and professional team. Additionally, RUCO will communicate to customers, more regularly, the value RUCO provides them.

The RUCO team will develop and maintain strong relationships with members of the Arizona Corporation Commission and staff, utilities, community partners, other agency Directors and elected officials.

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>Beginning in FY22, RUCO standardized processes related to our representation of residential customers in rate proceedings, including: the development and presentation of direct and surrebuttal testimony; staff training in each of these critical areas; enhancing the quality and timeliness of testimony in the development of rate case positions.</p> <p>This work continues with a focus on a balanced approach to testimony that evaluates the various positions in the case, with our priority being the impact on residential customers, just and reasonable rates and maintaining healthy utilities.</p> <p>For FY24, these continue to be our priorities and focus which is essential, in light of the many cases that have been filed and in which RUCO is providing testimony.</p>
2	High Performing, Collaborative and Professional Workforce	FY21	<p>In FY22/23 RUCO fully implemented the Arizona Management System (AMS) and now has an AMS score of 3.0. Our goal is to improve upon that performance going forward.</p> <p>Our team is highly skilled and experienced, and are either CPAs, lawyers and/or certificated financial professionals. Working collaboratively, training will be provided to further enhance analyst specific skills.</p> <p>RUCO ranked first in the 2023 Engagement Survey administered by ADOA, with a slight modification in our overall score. Focus will be on maintaining excellent participation next year.</p>

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
3	Community Engagement and Education	FY21	<p>For RUCO to be truly successful, we need to engage meaningfully in our community in order to understand the issues our stakeholders face. Only by understanding may we be responsive and act in the best interests of residential customers.</p> <p>Throughout 2024, RUCO will hold community forums and/or meetings throughout Arizona in order to understand, rural, urban and tribal concerns and interests. Additionally, we will continue to maintain our relationships with the utility companies with which we engage to better understand their issues and concerns as well. We will also maintain the relationships we have with the members of the Arizona Corporation Commissioners and staff.</p> <p>Education is also very important. There is a lack of awareness about the existence of RUCO and the role and existence of the Corporation Commission. Helping residential customers understand RUCO's role, how rate cases work and the very important role the Commission plays in their everyday lives is an organizational priority.</p>
4	Optimize Value For Customers	FY21	<p>As stated above, throughout 2024 our engagement with stakeholders will result in better outcomes, or at least the presentation of better data and arguments, that support the needs of customers, while balancing the needs of utilities.</p> <p>We will develop an engagement and education plan, as well as a communications plan for the dissemination of relevant and important information.</p> <p>Several employees have indicated a timeline for leaving their job and the state by retiring. Those employees will be fully supported until they make that decision, but in order to protect the organization moving forward, resources need to be developed going forward to ensure there is no gap in expertise or service when those decisions are made. To that end, a succession plan will be developed during 2024.</p>

Residential Utility Consumer Office

Fiscal Year 2024 Strategic Plan 2-pager

Current Annual Focus

Strategy #	FY24 Annual Objectives	Objective Metrics (Percent & Numbers Tracked Internally)	Annual Initiatives
1	Quality and timeliness of testimony	<ul style="list-style-type: none"> Internal deadlines are met as scheduled External deadlines are met as scheduled 	Consistent utilization of standard work and internal systems that are key to RUCO's success.
1	Increase the credibility & influence of RUCO Recommendations to the Arizona Corporation Commission (ACC).	<ul style="list-style-type: none"> RUCO recommendations are supported by the Administrative Law Judge RUCO recommendations are adopted by the ACC. 	Recommendations are well-researched, effectively articulated and accepted/adopted in our rate design, revenue requirement, rate base and other testimony.
2	High Performing and Professional Workforce	<ul style="list-style-type: none"> AMS Assessment score State Engagement Survey participation results 	Work with the Arizona Government Transformation Office to implement AMS, including getting the new Director up to speed.
2	Enhance the skills of the RUCO team	<ul style="list-style-type: none"> Identify the information accessed at the trainings and determine how/when it is used in testimony in rate cases going forward. Substantive knowledge will be evaluated by reviewing testimony on specific issues being addressed in a case, as well as the improvement in the quality of the written and verbal testimony provided. 	Encourage and support the engagement of staff in continuing professional education and other training opportunities
3	Increase Community Engagement	<ul style="list-style-type: none"> Maintain the level of engagement realized in 2023 and hold 10 community forums/meetings throughout the state, including rural Arizona and in Tribal communities, beginning in the Fall of FY24. 	Continue to meet with existing partners to understand their priorities and hold 10 community forums throughout Arizona to meet new stakeholders and to answer their questions about RUCO and the utility regulatory process.
4	Develop a succession plan and a timeline for its implementation	<ul style="list-style-type: none"> Identify the positions most vulnerable to turnover, identify any additional capacity needs for the Agency, develop job descriptions for the existing and/or new position and have them in place by June 2024. 	Working with staff, identify a timeline for retirement and begin to create the recruitment process in order to efficiently fill positions that become available so that our work is not negatively affected, nor does the workload of existing staff become overly burdensome.

5 Year Plan

Issue: Operational Excellence Through Continuous Improvement

Description: Beginning in FY22, RUCO standardized processes related to our representation of residential customers in rate proceedings, including: the development and presentation of direct and surrebuttal testimony; staff training in each of these critical areas; enhancing the quality and timeliness of testimony in the development of rate case positions.

This work continues with a focus on a balanced approach to testimony that evaluates the various positions in the case, with our priority being the impact on residential customers, just and reasonable rates and maintaining healthy utilities.

For FY24, these continue to be our priorities and focus which is essential, in light of the many cases that have been filed and in which RUCO is providing testimony.

Solutions:

Quality and timeliness of testimony, through consistent utilization of standard work and internal systems that are key to RUCO's success.

Increase the credibility & influence of RUCO Recommendations to the Arizona Corporation Commission (ACC) through recommendations that are well-researched, effectively articulated and accepted/adopted in our rate design, revenue requirement, rate base and other testimony.

Issue: High Performing, Collaborative and Professional Workforce

Description: In FY22/23 RUCO fully implemented the Arizona Management System (AMS) and now has an AMS score of 3.0. Our goal is to improve upon that performance going forward and adopt the new performance management system being implemented with GAO's leadership.

Our team is highly skilled and experienced, and are either CPAs, lawyers and/or certificated financial professionals. Working collaboratively, training will be provided to further enhance analyst specific skills, including verbal testimony at hearings.

RUCO ranked first in the 2023 Engagement Survey administered by ADOA, with a slight modification in our overall score. Focus will be on maintaining excellent participation and engagement next year.

Solutions:

High Performing and Professional Workforce by working with the Arizona Government Transformation Office to implement AMS, including getting the new Director up to speed.

Enhance the skills of the RUCO team through encouragement and support the engagement of staff in continuing professional education and other training opportunities.

Issue: Community Engagement and Education

Description: For RUCO to be truly successful, we need to engage meaningfully in our community in order to understand the issues our stakeholders face. Only by understanding may we be responsive and act in the best interests of residential customers.

Throughout 2024, RUCO will hold community forums and/or meetings throughout Arizona in order to understand, rural, urban and tribal concerns and interests. Additionally, we will continue to maintain our relationships with the utility companies with which we engage to better understand their issues and concerns as well. We will also maintain the relationships we have with the members of the Arizona Corporation Commissioners and staff.

Education and outreach is also very important. There is a lack of awareness about the existence of RUCO and our role and the existence of the Arizona Corporation Commission. Helping residential customers understand RUCO's role, how rate cases work and the very important role the Commission plays in their everyday lives is an organizational priority.

Solutions:

Increase Community Engagement by continuing to meet with existing partners to understand their priorities and hold 10 community forums throughout Arizona to meet new stakeholders and to share information and answer their questions about RUCO and the utility regulatory process.

Issue: Optimize Value For Customers

Description: As stated above, throughout 2024 our engagement with stakeholders will result in better outcomes, or at least the presentation of better data and arguments, that support the needs of customers, while balancing the needs of utilities.

We will develop an engagement and education plan, as well as a communications plan for the dissemination of relevant and important information.

Several employees have indicated a timeline for leaving their job and the state by retiring. Those employees will be fully supported until they make that decision, but in order to protect the organization moving forward, resources need to be developed going forward to ensure there is no gap in expertise or service when those decisions are made. To that end, a succession plan will be developed during 2024.

Solutions:

Develop a succession plan and a timeline for its implementation by continuing to work with staff, identify a timeline for retirement and begin to create the recruitment process in order to efficiently fill positions that become available so that our work is not negatively affected, nor does the workload of existing staff become overly burdensome.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	10.0	10.0	10.0
Other Appropriated Funds	1,699.3	1,699.3	1,699.3

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To secure fair and reasonable rates and quality service for residential utility ratepayers.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of proceedings intervened in	19	8	7	8	8

Program Summary

Ratepayer Representation

Cynthia Zwick, Director
Phone: (602) 364-4848
A.R.S. §§ 40-461 et seq.

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.

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 affect the rates paid and services received by residential ratepayers.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	1,357.0	1,597.2	1,699.3
Total	1,357.0	1,597.2	1,699.3
FTE Positions	12.00	10.00	11.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To deliver exceptional representation and advocacy for residential ratepayers

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
RUCO interventions in rate making	4	8	7	8	8

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	357.1	421.4	519.4
Total	357.1	421.4	519.4

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	357.1	421.4	519.4
Total	357.1	421.4	519.4
FTE Positions	4.00	4.00	4.50

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: ARIZONA BOARD OF RESPIRATORY CARE EXAMINERS STRATEGIC PLAN

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:

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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	4.0	4.0	4.0
Other Appropriated Funds	519.4	519.4	519.4

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To process licensing and renewal applications in a timely and accurate manner.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average number of days to renew a license	3	2	4	2	2
New licenses issued.	367	400	448	425	425
Total number individuals licensed	5,000	5,000	4,157	4,100	4,100
Total number of applications for permanent licenses	367	200	387	350	350

Goal: To ensure the placement of each allegation of professional misconduct on the Board's agenda for review in a timely manner.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average days from receipt of complaint to resolution	0	60	0	120	120
Average monthly backlog of complaints not yet resolved	0	60	0	0	0
Cases dismissed	0	68	45	75	75
Disciplinary actions	0	20	2	10	10
Letters of concern issued	0	10	0	10	10
Number of licenses revoked or suspended	0	10	2	4	4
Percent of investigations resulting in disciplinary or enforcement action	0	10	2	2	2
Total number of complaints received	0	200	79	100	100
Total number of practitioners investigated	0	150	0	100	100
Total percent of licensees receiving disciplinary action	0	2	2	2	2

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Member Services	30,422.0	33,702.3	33,621.2
Administration and Support	5,461.2	5,708.0	5,865.0
Investment Management	120,456.2	182,615.9	186,746.5
Total	156,339.4	222,026.2	226,232.7

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	26,870.0	28,667.0	28,513.0
Other Non-Appropriated Funds	129,469.5	193,359.2	197,719.7
Total	156,339.4	222,026.2	226,232.7
FTE Positions	240.90	240.90	240.90

All dollar amounts are expressed in thousands, as requested by agencies.

Issue: 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. Reviewing plan design features for legislative consideration ensures that potential plan design flaws and inequities are conveyed to legislative bodies for consideration.

Issue: 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: 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: Optimize Operational Effectiveness

Description: Continue to perform analysis and identify opportunities Description: 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: 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: 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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	240.9	240.9	240.9
Other Appropriated Funds	28,739.4	28,739.4	28,739.4
Non-Appropriated Funds	194,968.3	194,968.3	194,968.3

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	22,132.2	23,555.1	23,401.1
Other Non-Appropriated Funds	8,289.8	10,147.2	10,220.1
Total	30,422.0	33,702.3	33,621.2
FTE Positions	197.00	197.00	197.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure member disbursements will be distributed timely and accurately, resulting in high levels of member satisfaction.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of months in which 90% or more of new retirees receive initial payment within 10 business days of retirement	2	12	12	12	12
Number of months in which 100% of monthly pension payments are disbursed on the first day of the month	11	12	12	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 survivor benefit process (objective 90%)	82	90	76	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
Percent of overall member satisfaction with the retirement application process for new retirees (objective 90%)	87	90	88	90	90
Percent of overall member satisfaction with the forfeiture process (objective 90%)	81	90	85	90	90
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	0	12	8	12	12

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of members that are satisfied with the cost of medical insurance plans for the benefits received	0	90	87	90	90
Percent of eligible members participating in an ASRS medical insurance plan	23	23	23	23	23
Percent of medical insurance performance guarantees that are met and enforced	98	95	97	98	98
Percent of members that are satisfied with the cost of dental insurance plans for the benefits received	0	90	82	90	90
Percent of eligible members participating in an ASRS dental insurance plan	36	36	36	36	36

Goal: To administer a Long Term Disability plan that is competitive, efficient and satisfies members

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of long term disability performance guarantees that are met and enforced	92	100	96	90	90
Percent of members that are satisfied with the LTD approval process based on the quarterly survey conducted by vendor	93	90	95	90	90
Percent of members that are satisfied with the LTD maintenance process based on the quarterly survey conducted by vendor	97	90	96	90	90

Goal: To provide members and employers with timely and accurate service that results in high levels of customer satisfaction.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of months which 70% or more of member calls are answered within 20 seconds	12	12	12	12	12
Percentage of overall member satisfaction with Telephone Service at the Arizona State Retirement System (objective 90%)	97	90	93	90	90
Number of months which 90% or higher of member secure messages are answered within one business day	12	12	12	12	12
Number of months which 90% or more of employer secure messages are answered within two business days	0	12	0	12	12
Percentage of overall member satisfaction with walk-in counseling (objective 90%)	96	90	98	90	90

Goal: To provide members and business users with technology that is high-performing and able to support evolving business needs.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of overall user satisfaction with core business applications	62	90	84	90	90
Percent of overall user satisfaction with non-core business applications	86	90	91	90	90

Goal: To ensure contributions and data received from members and employers will be processed and managed efficiently and effectively.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of months in which 90% or higher of members receive a service purchase cost invoice within 5 days	12	12	11	12	12
Percent of members satisfied with the service purchase process	80	90	76	90	90
Percent of employers satisfied with the contribution process	82	90	84	90	90
Percent of active member accounts that have a complete demographic profile	96	95	95	95	95
Percent of inactive members that have a valid birthdate and address	93	90	96	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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	4,737.7	5,111.9	5,111.9
Other Non-Appropriated Funds	723.5	596.1	753.1
Total	5,461.2	5,708.0	5,865.0
FTE Positions	30.90	30.90	30.90

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To ensure responsible governance in the administration of ASRS and its benefit programs

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Net promoter score: Employers respond positively when asked "How likely are you to recommend or promote ASRS as a great organization?"	41	50	49	50	50
Net Promoter Score: Active Members respond positively when asked "How likely are you to recommend or promote ASRS as a great organization?"	41	50	14	50	50
Net Promoter Score: Retirees respond positively when asked, "How likely are you to recommend or promote ASRS as a great organization?"	50	50	49	50	50
Members respond positively when asked if "ASRS operates in my best interest"	81	90	75	90	90
Members respond positively when asked if "My retirement is secure with the ASRS"	84	90	81	90	90
Stakeholders respond positively when asked if "The ASRS acts ethically"	80	90	82	90	90

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total rolling annual turnover rate compared to the State of Arizona	23.0	14.0	9.0	14.0	14.0
Engagement score from ADOA employee engagement survey	97	80	91	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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	120,456.2	182,615.9	186,746.5
Total	120,456.2	182,615.9	186,746.5
FTE Positions	13.00	13.00	13.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To design, implement, and maintain an investment management program that maximizes rates of return for acceptable levels of risk.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of investment returns	1.1	7.0	8.8	7.0	7.0
20-Year rolling annual rate of return on total fund assets (%)	8	7	8	7	7
Percentile Ranking: 1-year Total Fund Net Rate of Return compared to US Public Fund Peer (Greater than \$1 Billion) Median.	2	25	24	25	25
Percentile Ranking: 3-year Total Fund Net Rate of Return compared to US Public Fund Peer (Greater than \$1 Billion) Median.	8	25	5	25	25
Percentile Ranking: 5-year Total Fund Net Rate of Return compared to US Public Fund Peer (Greater than \$1 Billion) Median.	8	25	4	25	25
1-year excess return of total fund rate of return over strategic asset allocation benchmark.	3	1	3	1	1
3-year excess return of total fund rate of return over strategic asset allocation benchmark.	1	1	2	1	1
5-year excess return of total fund rate of return over strategic asset allocation benchmark.	1	1	1	1	1

Agency Summary

Department of Revenue

Robert Woods, Cabinet Executive Officer
Phone: (602) 71-6090
A.R.S. §§ 42-1001 et seq.

Mission:

Serving Taxpayers!

Description:

The Arizona Department of Revenue (ADOR) administers and enforces the collection of individual and corporate income, transaction privilege, withholding, and other taxes. ADOR oversees the 15 county assessors in the administration of State property tax laws.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Service	20,976.9	22,788.2	22,788.2
Processing	7,351.1	8,768.4	8,768.4
Education and Compliance	19,951.6	21,592.6	25,657.8
Agency Support	36,378.6	38,456.5	42,648.3
Total	84,658.2	91,605.7	99,862.7

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	56,088.5	62,587.6	67,344.6
Other Appropriated Funds	26,497.0	27,003.4	30,503.4
Other Non-Appropriated Funds	2,072.7	2,014.7	2,014.7
Total	84,658.2	91,605.7	99,862.7
FTE Positions	925.00	925.00	925.00

All dollar amounts are expressed in thousands, as requested by agencies.

Vision: Funding Arizona’s priorities through excellence in innovation, exceptional customer experience, and public servant-led continuous improvement.

Mission: Serve Taxpayers!

Agency Description: The mission of the Arizona Department of Revenue (ADOR) is to serve taxpayers. The Department administers the 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:

Employee-Centric Culture: Delivering value to our people from recruitment to retirement in an environment that is focused on well being, goal alignment to vision and mission, with a servant heart.

Maximize Agency Effectiveness & Efficiency: Delivering value to our agency through review of processes to prioritize needs, and 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, and first contact resolution.

Stakeholder Agility: Delivering value of credibility, agility, and enterprise-wide solutions to collect and distribute revenues to the State of Arizona

Summary of Multi-Year Strategic Priorities

#	ThreeYear Strategy	Start Year	Progress / Successes
1	Employee Centric Culture	2021	Top Companies to Work for in Arizona; Over 87% Engagement Survey satisfaction with 97% of team members feel they are important to the mission; 24% reduction in time to fill open positions; Offers accepted moved from 71% to 96% in FY23; Creation of Core Values and Continuous Improvement Awards with 87 team members formally recognized in FY 23 (21 Core Value and 66 Continuous Improvement).
2	Maximize Agency Effectiveness & Efficiency	2021	Collected a record of \$27.8 Billion to fund Arizona’s programs and services; Reduced call center hold time from 24 minutes to under 8 minutes; CERF project completed with the Attorney General’s office to align process and reduce waste.
3	Enhanced Customer Experience	2021	Improved resources for taxpayer education with over 2,400 taxpayers educated; Increased vendor capacity to reduce internal check processing by 50% and decrease processing time by 5 days.
4	Stakeholder Agility	2021	Implemented SB 1783, Implemented Proposition 207; Total revenue collected from Remote Seller and Marketplace Facilitator (HB 2757) \$838 million; Successful implementation of phase 1 of Business One Stop.

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
#1	Talent Development for Career Mobility	<ul style="list-style-type: none"> % Project Complete. 	<ul style="list-style-type: none"> Define agency career pathing options (e.g. Dual ladder, horizontal/rotational career paths), define agency goal. Create process for career mapping (supervisor w/team member) and career pathing.
#2	Inventory Alignment-Accounts Receivable (AR) Balance Reduction	<ul style="list-style-type: none"> Reduction in AR balance of 5% as of 7/1/23 to 6/30/24. 	<ul style="list-style-type: none"> Define percentage collectable by tax type. Measure balance cyclical and variance as of 7/1/23 to 6/30/24. Develop Collections Cycle Plan. Execute plan.
#3	Inventory Alignment-Unclaimed Property (UCP) <i>Breakthrough</i>	<ul style="list-style-type: none"> Year over Year improvement in disbursement of UCP assets. 	<ul style="list-style-type: none"> Staff Optimization analysis. Prioritization of balances. Market analysis for staffing needs. Outreach and analysis (ROI Analysis).
#4	Stars <i>Breakthrough</i>	<ul style="list-style-type: none"> 90% Adherence to Milestone Schedule +/- 5% of Budget Allowance 	<ul style="list-style-type: none"> Define Stakeholders and develop engagement survey. Complete project initiation activities. Establish project governance oversight structure. Conduct discovery phase planning activities. Continue data management and data cleansing pre-conversion activities. Conduct change management planning.
#4	SB 1734 AZ Family Tax Rebate	<ul style="list-style-type: none"> Total number of rebates to qualified taxpayers distributed by November 15, 2023. 	<ul style="list-style-type: none"> Identify business processes. Define population and scope of project. Develop processes for rebate. Implement Rebate Process. Develop post-rebate period claim process.

5 Year Plan

Issue: Talent Development for Career Mobility

Description: Define Career Paths supporting career development paths within job families and groups (Individual Contributor, Subject Matter Expert, Leadership).

Solutions:

1. Define agency career pathing options (e.g. Dual ladder, horizontal/rotational career paths), define agency goal.
2. Create process for career mapping (supervisor with team member) and career pathing.

Issue: Inventory Alignment-Accounts Receivable (AR) Balance Reduction

Description: Reduce Accounts Receivable to support funding Arizona’s Priorities.

Solutions:

1. Define percentage collectable by tax type.
2. Measure balance cyclicity and variance as of July 1, 2023 to June 30, 2024.
3. Develop collections cycle plan.
4. Execute Plan.

Issue: State Tax Accounting Reconciliation System (STARS)

Description: Implement a comprehensive tax system supporting Arizona’s tax infrastructure.

Solutions:

1. Define stakeholders and develop engagement survey.
2. Complete project initiation activities.
3. Establish project governance oversight structure.
4. Conduct discovery phase planning activities.
5. Continue data management and data cleansing pre-conversion activities.
6. Conduct change management planning.

Issue: Arizona Family Tax Rebate (SB 1734)

Description: Develop infrastructure and deploy process to send rebates to qualified taxpayers.

Solutions:

1. Identify business processes.
2. Define population and scope of project.
3. Develop processes for rebate.
4. Implement rebate process.
5. Develop post-rebate period claim process.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	925.0	925.0	925.0
General Fund	63.8	63.8	63.8
Other Appropriated Funds	29.0	29.0	29.0
Non-Appropriated Funds	2.0	2.0	2.0

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Service

Adrienne Sloat, Assistant Director of Taxpayer Services
Phone: (602) 71-6090
A.R.S., Title 42

Mission:

Serving 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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	16,622.3	18,060.4	18,060.4
Other Appropriated Funds	3,177.5	3,565.1	3,565.1
Other Non-Appropriated Funds	1,177.0	1,162.7	1,162.7
Total	20,976.9	22,788.2	22,788.2
FTE Positions	224.78	225.78	225.78

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Increase legislative agility

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Complete project for Business One Stop within estimated timeframe (cumulative percent).	N/A	54%	100%	N/A	N/A
Adhere to annual project budget (dollars are presented in thousands).	N/A	6,187.1	503.1	N/A	N/A
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).	N/A	45%	100%	N/A	N/A

Goal: Stakeholder Agility

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Ensure targeted population rebates have been distributed on time.	0%	0%	N/A	100%	100%

Program Summary

Processing

Neeraj Deshpande, Deputy Director
Phone: (602) 71-6090
A.R.S., Title 42

Mission:

Serving Taxpayers!

Description:

The Processing program is comprised of two subprograms: Process Administration and Tax Data Management.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	7,171.1	8,443.9	8,443.9
Other Appropriated Funds	48.3	308.7	308.7
Other Non-Appropriated Funds	131.8	15.8	15.8
Total	7,351.1	8,768.4	8,768.4
FTE Positions	149.20	149.20	149.20

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Increase legislative agility

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Complete project to optimize written communications in accordance with HB 2696 (cumulative percent).	N/A	60%	100%	N/A	N/A

Goal: Stakeholder Agility

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Adherence to STARS project milestone schedule	0%	0%	N/A	90%	90%

Program Summary

Education and Compliance

Kathy Gamboa, Assistant Director of Education & Compliance
 Phone: (602) 71-6090
 A.R.S., Title 42

Mission:

Serving Taxpayers!

Description:

The Education and Compliance program is comprised of three subprograms; Audit and Assessing, Collections, and Education & Outreach.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	3,153.6	3,115.7	7,180.9
Other Appropriated Funds	16,365.1	17,880.6	17,880.6
Other Non-Appropriated Funds	432.9	596.3	596.3
Total	19,951.6	21,592.6	25,657.8
FTE Positions	330.77	329.77	329.77

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Maximize taxpayer education and compliance

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of ECCO customer satisfaction surveys scoring 4 or above	95%	95%	94%	95%	95%
Number of TPT licenses corrected	770	900	960	900	900

Goal: Maximize Agency effectiveness & efficiency

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Reduce monthly % of TPT refunds backlog (cumulative percent)	21%	N/A	N/A	N/A	N/A
Increase Return on Investment on TPT investment activities (thousands)	4,550	N/A	N/A	N/A	N/A
Reduce percentage of monthly TPT accounts receivable (cumulative percent).	N/A	24%	34%	N/A	N/A
Reduction in total Accounts Receivable month over month (dollars are presented in thousands)	\$0	\$0	N/A	\$161,486.7	\$161,486.7

Goal: Enhanced customer experience

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Reduce average time to answer calls (minutes).	N/A	10	3	N/A	N/A
Increase percentage of first call resolution.	N/A	75%	13%	N/A	N/A
Increase the customer experience quality score (percentage).	N/A	75%	84%	N/A	N/A

Program Summary

Agency Support

Rob Woods, Director
Phone: (602) 71-6090
A.R.S., Title 42

Mission:

Serving 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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	29,141.5	32,967.6	33,659.4
Other Appropriated Funds	6,906.1	5,249.0	8,749.0
Other Non-Appropriated Funds	331.0	239.9	239.9
Total	36,378.6	38,456.5	42,648.3
FTE Positions	220.25	220.25	220.25

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Optimize employee culture - enhance employee centric culture

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Increase percentage of employment offers accepted within target number of calendar days.	N/A	90%	54%	N/A	N/A

Goal: Increase legislative agility

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Meet project milestones according to schedule (percent).	N/A	100%	96%	N/A	N/A

Goal: Employee-Centric Culture

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Meet project milestones to support career mobility	0%	0%	N/A	100%	100%

Goal: Stakeholder Agility

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Adhere to annual STARS project budget (percent)	0%	0%	0%	95%	95%

Agency Summary

Secretary of State - Department of State

Adrian Fontes, 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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administration	5,211.5	7,036.8	8,822.5
Business Services	1,881.2	2,239.4	2,664.8
Public Services	226.4	242.9	242.9
Election Services	7,665.7	11,375.8	21,051.3
Arizona State Library, Archives, and Public Records	12,348.7	12,476.1	13,323.4
Total	27,333.6	33,371.0	46,104.9

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	18,630.1	21,953.1	34,261.6
Other Appropriated Funds	1,798.8	3,969.5	3,969.5
Other Non-Appropriated Funds	6,904.7	7,448.4	7,873.8
Total	27,333.6	33,371.0	46,104.9
FTE Positions	140.30	144.30	155.30

All dollar amounts are expressed in thousands, as requested by agencies.

Issue: 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 the public has faith in our democratic institutions and protect the integrity of vote.

Solutions:

One-time appropriations in the state FY2024 budget, including the appropriation of HAVA funds, will allow the Office of the Arizona Secretary of State and counties to make meaningful but short-term improvements to election security. Regardless, the AZSOS will continue to work with federal, state, and local partners 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 AZSOS will continue working to ensure public confidence in the electoral process. It is a benefit to the state and counties that continued coordination and communication exist to address any threats to elections and/or officials and to combat false information about elections administration. Recently, the AZSOS hired a Chief Information Security Officer who will work closely with counties to increase the robustness and solidify the structure of election security preparedness.

Issue: Create a Sustainable Funding Model for the Arizona Voter Information Database

Description: AVID is the state's central repository for voter registration data and is used in whole or in part by all 15 counties. Since its implementation, AVID has been funded by the state and counties; however, the ability to continue to do so is in jeopardy for several reasons: First, the state's portion of AVID costs have been paid for using HAVA funds, and it is unlikely Congress will renew this funding. Second, the maintenance and operations (M&O) cost of AVID has increased due to a number of factors, including cloud hosting fees, and the increased internal support required to comply with federal and state mandates. Third, the increased M&O cost has strained some counties' abilities to meet their contributions.

Solutions:

The department seeks a stable and predictable funding model for the program.

Issue: Upgrade and Enhance IT Systems

Description: Upgrades in IT Infrastructure and security needs are ongoing issues due to changing technologies and security threats. It is a priority of the administration to ensure that the IT needs of each division are met in a secure manner.

Solutions:

Continuous system improvement is a key function of any IT department. Maintaining plans for upgrades and enhancements to the Office of the Arizona Secretary of State IT Infrastructure, application portfolio, and system security is a priority. The AZSOS has lagged behind many other state agencies on migrating operations to the cloud and relies on servers with limited lifespans. Currently, it appears the Data Processing Fund does not have an adequate budget to meet the objectives and needs of the IT department. Additionally, the AZSOS relies on many programs and applications created and maintained by internal developers. Staff turnover and retirements require the agency to shift from these in-house platforms to modular low-code, no-code products that can more easily and inexpensively be operated and maintained in the future.

Issue: Meet Current Statutory Obligations of Administering Statewide Elections

Description: Given adequate funding and resources, the Office of the Arizona Secretary of State intends to adequately meet all current statutory obligations of administering statewide elections.

Solutions:

As required by the Arizona Constitution and Arizona Revised Statutes, the AZSOS accurately will 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 15 counties on ballot measures; and provide pamphlets in Spanish and Native American translations. The AZSOS is requesting the scope of the Election Services Special Line Item be expanded to allow the office to use these monies for transportation costs associated with logic and accuracy testing and notifying voters of their early ballot status.

Issue: Conduct Outreach to Communities that Have Historically Low Rates of Voter Registration and/or Voting

Description: The Office of the Arizona 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 ballots. A particular focus will be with Native American communities throughout Arizona, but there is also a focus on African American and Hispanic communities, 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 AZSOS has created an Advisory Committee to assist with this effort statewide, and 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.

Issue: Archives and Records Management

Description: The Archives and Records Management program is inefficient and unable to meet the state's current and future records-management needs leading to increased government costs and liabilities due to lack of resources and outdated records-management procedures. Storage of all state government bodies' paper and electronic records costs the state a significant amount of money per year, and inefficient records management contributes to that cost.

Solutions:

The Archives and Records Management program will revamp the available trainings both online and in-person. Recently, the Archives and Records Management program completed the Trusted Electronic Records Repository Feasibility Study, which validated the concept of, and need for, a state-level Trusted Electronic Records Repository (TERR).

Issue: Build Additional Improvements in Meeting Our Business Services Mandates

Description: The state is working toward a one-stop-shop model of business development that will connect those wishing to do business in Arizona with the Arizona Department of Revenue, the Arizona Corporation Commission, and the Office of the Arizona Secretary of State in one online portal.

Solutions:

The AZSOS will work with the Arizona Department of Administration to connect business systems. Resources will be required to build the underlying AZSOS 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 AZSOS is in need of replacement, but this will take an appropriation and investment of staff IT resources to implement and maintain.

Issue: Pending Litigation

Description: The Office of the Arizona Secretary of State will always be at the center of litigation, whether it be challenging elections laws or dealing with notary complaints. There is a need to ensure that resources are available for support from attorneys in the Arizona Attorney General's Office and, for when there's a need, outside counsel.

Solutions:

Appropriate resources need to be made available to the AZSOS for litigation expenses.

Issue: Access & Inclusion

Description: Continue to develop services to facilitate access to resources, records, and information for all Arizonans.

Solutions:

The agency will improve access to Arizona's underserved and unserved populations with a particular emphasis on training, digital inclusion, resource development, and user experience.

Issue: Resource Development

Description: Continue to seek outside funds for special projects, initiatives, and exhibits at the Arizona State Library, Archives & Public Records (LAPR) and Capitol Museum.

Solutions:

LAPR has raised over \$61 million in grant funds for Arizona cultural institutions and for its own services. Although general operating funds must come from governmental sources (state general fund and federal Institute of Museum and Library Services (IMLS) funds), private and other governmental funds will be sought for special projects, pilot projects, events, and exhibits. The agency will seek new ways to expand fiscal resources and make more effective use of existing resources.

Issue: The Address Confidentiality Program (ACP) has limited resources available for its program

Description: The annual cost of operating the ACP is approximately \$900,000. Prior to FY2024, the ACP was funded through a combination of: 1) Fines administered by judges in the criminal disposition of domestic violence, sexual offenses, and stalking; 2) A surplus of prior fine collections; and 3) Grant funding through the Victims of Crime Act (VOCA) administered by the Arizona Department of Public Safety. Although the FY2024 budget included funding to offset a reduction in VOCA grant funding, additional funding is required for ACP to meet its statutory obligations.

Solutions:

The department seeks new sources of funding to continue to operate the program.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	157.0	157.0	157.0
General Fund	23,000.0	23,500.0	24,000.0
Other Appropriated Funds	1,750.0	2,000.0	2,250.0
Non-Appropriated Funds	2,500.0	2,750.0	3,000.0
Federal Funds	6,000.0	7,000.0	8,000.0

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Administration

Keely Varvel, 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	4,550.8	6,275.8	8,061.5
Other Non-Appropriated Funds	660.7	761.0	761.0
Total	5,211.5	7,036.8	8,822.5
FTE Positions	44.00	48.00	50.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
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
Update form templates, maintain updates and post online (percentage completed).	0	100	100	100	100
Transfer hard-copy notice files to electronic format for efficient storage and retrieval under records retention schedule [once annually].	1	1	0	1	1
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
Elections Procedures Manual submitted to Attorney General and Governor by October 1 of each odd numbered year calendar year (percentage completed).	100	0	0	100	0

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Elections Procedures Manual countywide meetings with county elections officials to review content and receive feedback.	12	0	0	14	0
New records received (linear feet/boxes-in thousands)	0.6	25.0	0.5	0	0
Materials digitized (in thousands)	1.2	57.0	0	0	0
Physical collection items added	17.3	31.0	8.8	0	0
Local digital collection items added	69.7	57.0	0	57.0	0

Program Summary

Business Services

Aaron Aylsworth, 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	774.9	1,084.7	1,084.7
Other Non-Appropriated Funds	1,106.3	1,154.7	1,580.1
Total	1,881.2	2,239.4	2,664.8
FTE Positions	15.00	15.00	17.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To serve the public by filing records accurately and expeditiously.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Promote at least one professional growth and/or development opportunity to staff annually.	0	0	0	0	0
Engage staff to suggest legislation to improve rulemaking process [once annually].	0	0	1	1	1
Use electronic format and information provided by county offices and MVD to maintain voter registration rolls (percentage completed)	100	100	0	100	0
Number of registered voters as of January 2 (in thousands).	4,351	4,500	0	4,600	0
Archives and records materials used (in thousands)	0.7	0.7	0	0.7	0
Physical collection usage (in thousands)	4.0	5.0	0	0	0
Digital collection usage (in thousands)	3,107.0	2,647.0	2,612.0	0	0
Online engagement (in thousands)	748.0	303.0	789.0	0	0
Statewide database usage (in thousands)	32,565.0	10,011.0	14,330.0	0	0
Reference and consultations (in thousands)	46.9	47.0	36.2	0	0
Visits (in thousands)	11.1	0.5	1.8	0	0

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Museum school tours (in thousands)	0.1	0	0	0	0
Public outreach (in thousands)	2.4	3.0	4.8	0	0
Grants awarded (in hundreds)	166	100	97	0	0
Continuing education contact hours (in thousands)	112.0	106.0	283.0	0	0
Programs to the public contact hours (in thousands)	5	4	31	0	0

Goal: To provide public disclosure through easy, accessible information and public documents, and on-line database search capabilities.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Maintain a log of rule notices. Record number of rule notices filed in a fiscal year.	318	300	295	300	300
Total voter registration	4,351,446	4,555,000	0	4,628,953	0

Goal: To provide service to allow Notaries Public to perform their duties accurately and efficiently in the state.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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
Number of state and local officials who participated in election security table top exercise or other security trainings coordinated by SOS office.	70	70	0	100	0
Distribute aid to counties through various subgrant programs each FY.	16	8	0	8	0

Program Summary

Public Services

Scott Cancelosi, Director

Phone: (602) 542-0223

A.R.S. §§ 41-311 et seq.; 41-1001 et seq.

Mission:

To 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	226.4	242.9	242.9
Total	226.4	242.9	242.9
FTE Positions	2.00	2.00	2.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To advance the Division's mission statement

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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
Number of election officers certified.	489	0	0	500	0
Total combined hours of classroom training.	52	0	0	55	0

Goal: To maintain a responsive Division workforce.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 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	0	100	0
Print draft documents double-sided (percentage completed).	100	100	0	100	0
Percent of Campaign Finance data available on-line.	100	100	0	100	0
Number of Standing Political Committees registered.	0	150	0	0	0
Implement a multi-jurisdictional Campaign Finance platform. Measured by participating jurisdictions.	0	10	0	20	0

Goal: To provide service that allows agencies, boards and commissions to develop rules accurately and efficiently.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of IRR petitions received and processed (in thousands).	37	150	0	150	0
Number of IRR petition signatures processed for county recorder verification (in thousands).	1,640	5,984	0	1,500	0
Number of new party petitions received and processed (in thousands).	0	0	0	0	0
Number of candidate petition signatures received and processed (in thousands).	92	50	0	50	0

Agency Summary

Senate

Phone: () - ,

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Senate	13,258.6	20,374.5	20,374.5
Total	13,258.6	20,374.5	20,374.5

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	13,258.6	20,374.5	20,374.5
Total	13,258.6	20,374.5	20,374.5
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Superior Court

Phone: () -

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
SLI Judges Compensation	25,641.8	28,778.0	28,778.0
Probation Salary Increase Backfill	0.0	6,749.2	27,674.6
Adult Probation Services	54,192.7	46,654.1	46,654.1
Juvenile Probation Services	26,562.1	30,646.4	30,646.4
SLI Special Water Master	2,380.6	2,511.1	2,511.1
SLI Drug Court	1,246.4	1,246.4	1,246.4
SLI Court-Ordered Removal	315.0	315.0	333.8
Superior Court Operating Budget	5,023.3	5,657.0	5,841.8
SLI Centralized Service Payments	4,130.9	4,696.9	5,509.1
Total	119,492.8	127,254.1	149,195.3

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	101,040.2	111,497.9	133,439.1
Other Appropriated Funds	8,358.7	12,015.8	12,015.8
Other Non-Appropriated Funds	10,093.8	3,740.4	3,740.4
Total	119,492.8	127,254.1	149,195.3
FTE Positions	266.98	278.35	281.35

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Supreme Court

Phone: () -

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Justices and Support	6,565.4	6,996.6	6,996.6
SLI Automation	25,414.9	38,556.3	43,497.7
SLI Arizona Trial and Digital Evidence Fund Deposit	1,620.0	1,620.0	1,620.0
Juvenile Monetary Sanctions Funding Backfill	0.0	250.0	250.0
Administrative Supervision	6,931.9	6,699.7	7,556.7
Regulatory Activities	4,100.9	4,804.9	4,804.9
Court Assistance	10,621.2	12,897.7	12,897.7
Family Services	19,028.8	20,099.7	21,089.6
SLI Judicial Nominations & Performance Review	605.8	608.4	624.7
SLI Commission on Judicial Conduct	608.8	603.7	781.6
SLI State Aid	3,824.3	6,503.1	6,503.1
SLI County Reimbursement	187.4	187.9	187.9
Total	79,509.5	99,828.0	106,810.5

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	28,789.1	28,828.5	34,981.0
Other Appropriated Funds	20,599.0	33,125.4	33,955.4
Other Non-Appropriated Funds	30,121.4	37,874.1	37,874.1
Total	79,509.5	99,828.0	106,810.5
FTE Positions	485.76	485.24	486.24

All dollar amounts are expressed in thousands, as requested by agencies.

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
State Board of Tax Appeals	286.9	327.4	327.4
Total	286.9	327.4	327.4

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	286.9	327.4	327.4
Total	286.9	327.4	327.4
FTE Positions	3.00	4.00	4.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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 Board’s caseload is directly related to the number of appeals generated at the Department of Revenue, and 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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	3.0	3.0	3.0
General Fund	327.4	327.4	327.4

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

State Board of Tax Appeals

David V. Medina, Executive Director

Phone: (602) 364-1102

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	286.9	327.4	327.4
Total	286.9	327.4	327.4
FTE Positions	3.00	4.00	4.00

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	286.9	327.4	327.4
Total	286.9	327.4	327.4
FTE Positions	3.00	4.00	4.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To receive and process tax appeals expeditiously to avoid any delays in the appeals process.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number backlogged requiring written decision	3	5	5	5	5
Number of months to process appeal	10	8	6	7	6
Number of tax appeals resolved	5	20	8	18	24
Caseload processing (and number of issues)	0	0	43	52	56

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	2,594.9	2,605.0	2,873.0
Total	2,594.9	2,605.0	2,873.0

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	2,584.1	2,605.0	2,873.0
Other Non-Appropriated Funds	10.8	0.0	0.0
Total	2,594.9	2,605.0	2,873.0
FTE Positions	25.00	25.00	25.00

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Office of Tourism

Lisa Urias, Cabinet Executive Officer
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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administration	15,177.8	15,213.8	15,213.8
Tourism Promotion	44,745.1	41,243.5	42,243.5
Total	59,922.8	56,457.3	57,457.3

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	10,302.6	9,026.2	10,026.2
Other Non-Appropriated Funds	49,620.2	47,431.1	47,431.1
Total	59,922.8	56,457.3	57,457.3
FTE Positions	26.00	31.00	31.00

All dollar amounts are expressed in thousands, as requested by agencies.

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 FY24, AOT will continue to 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 priority. AOT will continue with our robust cooperative grant program and community outreach programs to further help communities establish tourism programs and products across the state.

Moreover, AOT will review and update our three-year strategic plan and a 10-year destination stewardship plan to continue to help address 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 \$28.1 billion in direct travel spending in 2022 Executed consumer travel advertising campaigns (national, regional and in-state) in 2022. Generated 41% awareness; 840,000 Arizona Trips, \$2 Billion in revenue. Administered \$28.2 Million in grants to support more than 189 tourism events and projects in all regions of the state to increase the visibility of Arizona destinations. Generated nearly 900 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"> In FY23 produced more than 400 compelling local articles and TV interviews featuring the value of Arizona's tourism industry. Presented to more than 50 organizations in FY23 the value of tourism and AOT's program of work to communities across the state. In FY23 distributed 80,000 Appreciate AZ Kids Activity Books to Arizona public schools across the state to promote responsible outdoor recreation and support the newly created brand.
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's new partners portal to industry representatives to capture and process their material in a timely manner.

Strategy #	FY24 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 welcoming messaging and representation 1.E. Build the Arizona Brand	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 Diversity, Equity, Inclusion and Accessibility (DEIA) opportunities implemented 1.E Percentage of milestone completed on schedule (engage brand consultant, establish constitute groups, gather data, etc.)	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 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 1.E Launch the statewide branding process to identify the Arizona Brand
#2	2.A Increase engagement and education of industry 2.B. Maintain industry support for responsible outdoor recreation program, Appreciate AZ 2. C Increase agency support for group and amateur sports travel 2. D Re-establish tourism support for Arizona Tribal communities	2.A In-state earned media number 2. B Appreciate AZ program material distribution number 2. C Number of marketing opportunities in support of group and amateur sports travel 2. D Number of strategic engagements with Tribal communities	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 Promote Arizona as a group and amateur sports travel destination 2. D Promote the value of tourism as an economic development component and AOT’s program offerings
#3	3. A Maintain established internal Purchase Order Request (POR) Process 3. B Vendor payment management process <i>(BREAKTHROUGH/A3)</i>	3. A Percentage of accurately submitted PORs 3. B Percentage of milestones completed on schedule	3. A Monitor and maintain newly established POR process for effectiveness and adjust if necessary 3. B Evaluate current payment process, effectiveness, identify problem areas, implement changes and educate staff on new process

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	2,649,160.0	2,728,635.0	2,810,494.0
General Fund	9,839.2	10,134.4	10,438.4
Non-Appropriated Funds	25,483.3	26,506.9	27,577.2
Federal Funds	10,828.8	3,300.0	—

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Administration

Lisa Urias, 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	7,452.6	7,926.2	7,926.2
Other Non-Appropriated Funds	7,725.2	7,287.6	7,287.6
Total	15,177.8	15,213.8	15,213.8
FTE Positions	26.00	31.00	31.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To maximize internal agency functions.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Industry Partners in Agency Portal	3,166	3,185	3,488	3,600	3,700
Standard Work Processes Documented	39	52	55	65	65

Program Summary

Tourism Promotion

Lisa Urias, 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 statewide Destination Marketing Organizations and the expansion of tourism in the tribal, rural and urban communities through thoughtful tourism development and focused marketing strategies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	2,850.0	1,100.0	2,100.0
Other Non-Appropriated Funds	41,895.1	40,143.5	40,143.5
Total	44,745.1	41,243.5	42,243.5

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Maricopa County Tourism Promotion

Lisa Urias, 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:

The 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	19,096.1	16,629.3	16,629.3
Total	19,096.1	16,629.3	16,629.3
FTE Positions			

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To attract qualified visitors and increase direct spending.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Annual growth of social media audience	20,000	36,420	61,452	38,420	42,500
Appreciate AZ Program Material Distribution	2,931	4,000	104,843	110,000	120,000
Efficiency of Households Reached (Campaign Efficiency)	390	390	448	27	27
Global Earned Media	956	865	1,114	900	950
In-State Earned Media	1,480	533	526	547	585
Inclusive Marketing Opportunities and Placements	14	18	22	14	18
Regional Cooperative Marketing Program Participation	36	34	34	38	40
Social Media Engagements	204,500	300,000	551,055	300,000	350,000
Trade Sales Appointments	3,295	3,800	5,611	4,180	4,720

Agency Summary

Department of Transportation

Jennifer Toth, Cabinet Executive Officer
Phone: (602) 71-7227
A.R.S. Title 28

Mission:

We provide highway infrastructure and transportation services.

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administration	1,568,506.9	110,508.6	110,974.6
Intermodal Transportation	1,429,695.2	309,088.3	346,938.5
Motor Vehicle	127,379.3	123,733.2	122,376.4
State Motor Vehicle Fleet	32,112.5	55,454.4	61,191.0
Total	3,157,693.9	598,784.5	641,480.5

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	550.0	0.0
Other Appropriated Funds	518,869.2	575,701.6	618,947.6
Other Non-Appropriated Funds	2,638,824.7	22,532.9	22,532.9
Total	3,157,693.9	598,784.5	641,480.5
FTE Positions	3,860.00	3,130.75	3,155.75

All dollar amounts are expressed in thousands, as requested by agencies.

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 three strategic focus areas that will deliver meaningful outcomes while improving safety, innovation, and customer service:

1. **Integrate multi-year planning priorities from across the agency into a comprehensive view of resources and commitments.** Goals include: increased stakeholder and public understanding of state transportation system priorities; enhanced safety and reliability; organizational efficiencies to boost agency capacity, save funds, and help increase investment in the system.
2. **Establish ADOT as a modern leader and employer of choice.** Goals include: empower our workforce with top tier growth and development opportunities; leverage job seekers who want to make a positive contribution to their communities, but may not actively think of the public sector; catalyze a compelling case for working at ADOT - impactful work, often at the cutting edge of issues, opportunities for advancement, work-life balance.
3. **Improve and innovate business practices to stay ahead of changing customer needs.** Goals include: strengthen our ability to provide excellent, memorable service to internal and external customers; create an enterprise-wide understanding of customer value; modernize ADOT systems.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Communicate the priority projects that address the state's most pressing transportation system issues	2024	ADOT has all new initiatives for FY 2024. Focus areas include: <ul style="list-style-type: none"> • Deliver 5-year program on time and on budget • Develop a multi-year pavement maintenance plan • Improve safety outcomes in high risk areas
2	Improve our ability to attract and retain the best talent	2024	<ul style="list-style-type: none"> • Expand career development opportunities • Launch Pride of Public Service project
3	Improve customer service delivery through modernization of systems	2024	<ul style="list-style-type: none"> • Complete MVD Field Office of the Future implementation • Complete comprehensive IT assessment and prioritization plan • Reduce permit turnaround time

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
1	Communicate the priority projects that address the state's most pressing transportation system issues	<ul style="list-style-type: none"> Major project status Achieve pavement maintenance plan milestones Achieve facilities lifecycle plan milestones 	<ul style="list-style-type: none"> Deliver the 5-year program (including IIJA, Bipartisan Infrastructure Law, and discretionary grants) Develop 3-5 year maintenance and operations plans for the transportation system (e.g., HSIP, Vulnerable Road User, Asset Management, etc.) Develop 3-5 year maintenance and operations plans for enterprise business functions (e.g., facilities, Grand Canyon Airport, IT, etc.)
2	Improve our ability to attract and retain the best talent	<ul style="list-style-type: none"> Employee retention percentage Achieve Pride of Public Service plan milestones 	<ul style="list-style-type: none"> Launch Career Creations Jump Into the Talent Pool pilot Develop a plan to capture the pride of public service to ADOT
3	Improve customer service delivery through modernization of systems	<ul style="list-style-type: none"> MVD trips avoided IT vulnerability score Permit processing time 	<ul style="list-style-type: none"> Increase MVD's capacity to serve customers Develop a sustainable IT service delivery model Deliver updated permitting system (Breakthrough Project)

5 Year Plan

Issue: Communicate the priority projects that address the state’s most pressing transportation system issues

Description: Integrate multi-year planning priorities from across the agency into a comprehensive view of resources and commitments.

Solutions:

- Increase stakeholder and public understanding of state transportation system priorities
- Improve transportation system safety and reliability
- Generate efficiencies that save money, increase agency capacity, and lead to more investment in the transportation system

Issue: Improve our ability to attract and retain the best talent

Description: Establish ADOT as a modern leader and employer of choice.

Solutions:

- Empower our workforce with top tier growth and development opportunities
- Leverage job seekers who want to make a positive contribution to their communities, but may not actively think of the public sector
- Catalyze a compelling case for working at ADOT such as: work-life balance; opportunities for advancement; impactful work that is often at the cutting edge of issues

Issue: Improve customer service delivery through business system modernization

Description: Improve and innovate business practices to stay ahead of changing customer needs.

Solutions:

- Strengthen internal and external customer service delivery
- Develop products and services to meet customer’s unique needs
- Modernize ADOT’s business systems

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	4,554.0	4,554.0	4,554.0
Other Appropriated Funds	666,606.6	717,935.3	773,216.3
Non-Appropriated Funds	22,532.9	22,532.9	22,532.9

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Administration

Jennifer Toth, Director
Phone: (602) 71-7227
A.R.S. Title 28

Mission:

To provide the leadership, direction, and resources needed to deliver the Agency's 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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	550.0	0.0
Other Appropriated Funds	81,295.0	100,973.2	101,989.2
Other Non-Appropriated Funds	1,487,211.9	8,985.4	8,985.4
Total	1,568,506.9	110,508.6	110,974.6
FTE Positions	645.00	55.75	55.75

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Communicate the priority projects that address the state's most pressing transportation system issues

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent Interstate system pavement in good condition (calendar year)	51%	44%	51%	44%	44%
MVD field office entrance to exit time (minutes)	21	30	17	30	30

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Treasurer's Office	56,909.4	154,767.2	155,917.2
Total	56,909.4	154,767.2	155,917.2

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	23,372.1	110,148.8	110,148.8
Other Appropriated Funds	24,343.4	28,342.7	29,492.7
Other Non-Appropriated Funds	9,193.9	16,275.7	16,275.7
Total	56,909.4	154,767.2	155,917.2
FTE Positions	31.40	38.40	40.40

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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.

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: 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: 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 to eliminate legacy processes and implement new solutions.

Issue: Modernization and 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 better efficiency.

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 and manual tasks.

Issue: 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.

Execute periodic surveys to measure changes in financial literacy among Arizonans.

Increased implementation plans for financial literacy and events for AZ529.

Review results of periodic surveys for improvements in statewide financial literacy changes among Arizonans.

Evaluate the growth in savings accounts opened and maintained with the Arizona 529 Family College Savings Program.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	40.4	40.4	40.4
General Fund	4,660.8	4,660.8	4,660.8
Other Appropriated Funds	4,644.0	4,876.2	5,120.0
Non-Appropriated Funds	10,000.0	10,000.0	10,000.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Customer satisfaction rating for State Agency depositors (scale 1-8)	7.8	7.5	8.0	7.5	7.5

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Customer satisfaction rating for State Agency banking customers (scale 1-8).	7.8	7.5	7.8	7.5	7.5
Percent of distributions sent successfully and accurately.	99.20	99.00	100.00	99.00	99.00
Percent of distributions sent on time.	100.0	99.0	100.0	99.0	99.0
Customer satisfaction rating for distribution recipients (scale 1-8)	7.5	7.5	8.0	7.5	7.5
Percent of outgoing wires sent successfully and accurately.	99.2	99.0	99.9	99.0	99.0
Percent of outgoing wires sent on time.	99	99	100	99	99

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of non-compliant trades	0	0	0	0	0
Average days to correct non-compliant trades	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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Tribal Relations	109.6	97.3	97.3
Total	109.6	97.3	97.3

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	69.7	68.8	68.8
Other Non-Appropriated Funds	39.8	28.5	28.5
Total	109.6	97.3	97.3
FTE Positions	0.50	0.50	0.50

All dollar amounts are expressed in thousands, as requested by agencies.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total			

FTE Positions

All dollar amounts are expressed in thousands, as requested by agencies.

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Governance	255,099.6	219,447.4	369,447.4
Student Assistance	92,839.9	174,738.0	174,738.0
Commission For Postsecondary Education	2,886.8	2,829.7	2,829.7
Total	350,826.3	397,015.1	547,015.1

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	102,238.0	98,807.1	248,807.1
Other Appropriated Funds	(0.0)	0.0	0.0
Other Non-Appropriated Funds	248,588.3	298,208.0	298,208.0
Total	350,826.3	397,015.1	547,015.1
FTE Positions	46.70	49.99	49.99

All dollar amounts are expressed in thousands, as requested by agencies.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	40.0	40.0	40.0
General Fund	251.7	264.3	277.5
Other Appropriated Funds	2.0	2.0	2.0
Non-Appropriated Funds	105.1	110.4	115.9
Federal Funds	0.3	0.3	0.3

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	44,596.5	5,165.6	155,165.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	210,503.1	214,281.8	214,281.8
Total	255,099.6	219,447.4	369,447.4
FTE Positions	45.00	49.29	49.29

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To drive student educational success and learning

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total Enrollment	212,714	225,010	0	0	0
Total number of Western Interstate Commission for Higher Education awards	156	148	153	145	140
Number of first year Western Interstate Commission for Higher Education awards	37	35	38	37	35
Number of first year WICHE applications meeting eligibility requirements	140	141	141	127	100
Number of first year WICHE applications processed	160	167	165	145	115
Percent of recipients returning to practice in Arizona	79	78	80	79	78
Number of Students Enrolled in the Arizona Teachers Academy	3,310	3,500	3,255	3,200	3,200
Number of LEAP student awardees	3,059	3,000	2,730	3,000	3,000
Average AzLEAP award amount (in dollars)	760	700	841	700	700
Number of Postsecondary Education Financial Assistance Program student awards	0	0	0	0	0
Average amount of PFAP grant	0	0	0	0	0
Percent of good or excellent service via evaluation surveys	0	90	0	0	0
Number of Arizona Family College Savings Program accounts	0	0	0	0	0

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of PEG student awardees	0	0	0	0	0
Average PEG award amount (in dollars)	0	0	0	0	0
Number of MSSE awardees	22	35	66	70	70
Average MSSE award amount (in dollars)	6,432	10,000	5,809	5,500	5,500
Total number of loans in repayment	55	60	61	60	60

Goal: To advance educational achievement within Arizona.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Bachelor's degrees produced annually in the system.	26,338	26,600	36,786	38,002	39,856
Number of Arizona College & Career Guides distributed	0	0	0	0	0
Total Agency website visits	183,404	0	0	0	0
Attendees at College Goal Sunday	5,071	10,000	7,520	10,000	12,000
Number of presentations, events, or workshops held annually for the benefit of families, and students to apply for postsecondary education and financial aid.	15	20	26	40	42
College & Career Goal Arizona student and parent materials distributed	0	0	0	0	0
Number of Arizona College & Career Guide (ACCG) on-line visits	0	500	0	0	0
Number of professionals, students, and family members participating in presentations, events and workshops	1,648	1,800	1,932	3,000	3,500
Number of website visits to financial literacy website of College Goal FAFSA	20,260	0	0	0	0
Number of website visits seeking information on ways to financially plan and save for college expenses via az529.gov	0	0	0	0	0
Number of high schools participating in College and Career Goal Arizona	0	300	246	275	300
Number of website visits seeking resources for College Goal Arizona	0	45,000	0	0	0

Goal: To discover new knowledge and impact Arizona

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Public service activity (in thousands of dollars)	166,914	172,832	0	178,960	0
Total Research Activity (in thousands of dollars)	0	1,520,060	1,659,400	1,691,200	1,740,000
Number of statewide committees or task forces collaboratively seeking solutions to issues in postsecondary education	8	7	9	9	10
Numbers of research studies published to examine issues of postsecondary access and success	0	0	0	0	0

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Instruction	1,233,445.1	1,362,578.4	1,380,857.9
Organized Research	424,139.8	512,764.0	518,451.6
Public Service	79,404.3	(38.1)	1,715.8
Academic Support	498,319.0	449,014.6	449,014.6
Student Services	1,312,447.6	1,331,878.2	1,337,660.1
Institutional Support	796,884.0	889,684.5	966,163.5
Total	4,344,639.7	4,545,881.6	4,653,863.5

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	407,731.0	411,201.9	511,201.9
Other Appropriated Funds	707,499.1	854,407.2	854,407.2
Other Non-Appropriated Funds	3,229,409.6	3,280,272.5	3,288,254.4
Total	4,344,639.7	4,545,881.6	4,653,863.5
FTE Positions	16,174.20	17,382.50	17,382.50

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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: 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: Recruit and retain faculty/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: Expand research capabilities

Description: ASU continues to vigorously pursue long-term initiatives in health, national security, space, sustainability, and technology to support a thriving people, a thriving planet, and a thriving society. 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, national security, space, sustainability and technology. 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 entities similar to national laboratories 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, including via AI-enabled tools.

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. 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. The recent Applied Materials/ASU partnership to create the Materials to Fab Facility at the Macrotechnology Works is an example. 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, with the New Economy Initiative Science and Technology Centers as an example venue of such implementation.

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 research projects. A specific goal is to secure a national research laboratory or its equivalent by 2027. To achieve this objective, we will cultivate, identify, target and develop large-scale 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. 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, particularly with the new ASU Health initiative underway, 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. One recent example improvement is the recent launch of the Sol Super-computer which has now been internationally recognized as a top-performing supercomputer globally. These types of investments will allow ASU to stay in the vanguard of other research-intensive institutions.

Issue: 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 high school programming, and promoting a college-going culture in Arizona's K-12 schools.

Strategy 4: Establish ASU Health and, 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: Grow the healthcare workforce and accelerate leadership in science and research to support Arizona's long-term needs

Description: AZ Healthy Tomorrow is a bold new initiative of the Arizona Board of Regents and Arizona's three public universities focused on improving the overall health of Arizona communities and residents. Compared to other U.S. states, Arizona faces a critical shortage of healthcare professionals, an underperforming healthcare system, and numerous healthcare disparities. In the wider context of the U.S., Arizona faces significant healthcare challenges, including a stark deficit in public health funding, an underperforming health-care system, and alarming shortages of hospital beds, primary care physicians, and nurses.

As part of the AZ Healthy Tomorrow initiative, Arizona State University will establish ASU Health, a transformative effort to improve the state's health outcomes. ASU Health will be a "learning health ecosystem" designed to address Arizona's healthcare needs on a social scale by creating an ecosystem that discovers, builds, and implements healthcare solutions. ASU Health will focus on increasing the number of healthcare professionals, expanding access to quality healthcare, providing healthcare training and upskilling, and increasing health literacy so Arizonans can make better health decisions that will lead to better health outcomes. To achieve these commitments, ASU will establish the School of Medicine and Advanced Medical Engineering and the School of Public Health Technology. ASU's acco-

lades in differentiated instructional design coupled with its strengths in engineering and biomedicine make it uniquely positioned to lead this innovative approach to medical education and healthcare. To support this transformative initiative and ensure its success, ASU seeks a total of \$50 million of incremental base investment in Fiscal Year 2025.

The School of Medicine and Advanced Medical Engineering will be a highly unique school that combines medical education with engineering principles. ASU will leverage its engineering and biomedical resources to establish a medical school that is at the forefront of biomedical innovation. The school will train physicians through a multi-disciplinary approach that leverages the exceptional faculty and research productivity of ASU’s Fulton Schools of Engineering. Upon graduation, students will have mastered skills that will enable them to continuously innovate to provide the essential healthcare services and improved health outcomes that Arizonans deserve.

ASU’s School of Public Health Technology aims to tackle the under-utilization of contemporary technology in addressing critical public health issues. Cutting-edge resources, like wearable technology and wastewater analysis, are available today, yet their potential remains largely untapped within the public health sector. The school will train skilled personnel to effectively harness these resources to drive and scale substantial advancements in public health

throughout Arizona to where it is needed most. Furthermore, the school will foster innovation in public health by facilitating the integration of novel technologies with creative business models to elevate health conditions across every corner of the state. School faculty will work closely with researchers in the creation of the Arizona Health Observatory, which will collect and analyze data to inform early warning systems in public health. Together, faculty and researchers in the observatory will construct and refine predictive models of public health issues, including how best to direct prevention and other intervention efforts.

While ASU anticipates increased public investment in Fiscal Year 2025, it continues long-standing efforts to diversify its revenue base and identify ways to reduce and contain costs. Fiscal Year 2021 NSF HERD research expenditures of \$677.3 million represent an increase of \$3.9 million over the prior year. As for cost containment, ASU units reduced expenses by a cumulative \$18.9 million in Fiscal Year 2023. Some examples of significant cost reduction actions include:

- ASU’s Facilities Development and Management realized cost savings totaling \$7.4 million through design guideline variance requests on capital projects, contract renegotiations, and earning utility rebates and credits.
- Since Fiscal Year 2008, ASU has 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.
- Closure of the Thunderbird School of Global Management campus in Glendale and relocation to ASU’s Downtown Phoenix campus eliminated operating expenses in excess of \$4.0 million annually and avoided investment in aging facilities of \$25.0 to \$30.0 million over 10 years.

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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	9.0	10.0	10.0
General Fund	19.6	20.4	21.2
Other Appropriated Funds	51.3	54.3	57.6
Non-Appropriated Funds	8.2	8.5	8.7
Federal Funds	34.3	36.3	38.5

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	405,919.5	398,281.9	414,494.4
Other Appropriated Funds	319,832.0	415,143.2	415,143.2
Other Non-Appropriated Funds	507,693.5	549,153.3	551,220.3
Total	1,233,445.1	1,362,578.4	1,380,857.9
FTE Positions	7,260.30	7,767.90	7,767.90

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To improve the quality of undergraduate education.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average years taken by first-year students to complete a baccalaureate degree program	4.2	4.2	4.2	4.2	4.2
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	90	90	91	92	92
Percent of graduating seniors who rate their overall university experience as good or excellent	90	90	89	89	89
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	87	87	89	89	89
Number of course enrollments in adaptive learning courses in each academic year	26,568	27,240	31,445	32,388	33,360

Goal: To enhance the number and diversity of the most highly qualified students entering Arizona State University and the Barrett Honors College.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Honors undergraduate headcount students	7,108	7,300	7,124	7,300	7,500
Barrett Honors College degree recipients (i.e., with honors)	1,398	1,439	1,091	1,113	1,135
Courses offered for honors credit	5,300	5,400	5,600	5,650	5,700

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of visits to academic support service areas	144,063	145,503	168,909	170,598	172,304
Participation in First-Year Success coaching	4,381	4,425	5,490	5,545	5,600
Number of students enrolled in Major/Career Exploration and Academic Success courses	25,893	28,482	27,788	29,872	32,113
Fall-to-Fall retention rate for University College Exploratory first-year students	74.5	74.8	75.5	76.5	77.5
Number of degree program course audits run by students and staff	1,785,781	1,875,070	1,946,184	2,043,493	2,145,667
Number of eAdvisor tracking audits run by students and staff	4,724,371	4,960,589	4,213,637	4,424,319	4,645,535
Percent of graduating students who 'have done' or 'plan to do' a practicum, internship, co-op experience, or clinical assignment.	55	56	55	56	57
Number of students participating in LEAD each Fall semester	926	1,100	987	1,200	1,300

Goal: To provide enriched educational opportunities to students by expanding accessibility and delivery of courses.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Summer sessions headcount enrollment	56,864	60,401	60,401	64,438	68,304
Internet course registrations during the fall semester (duplicated enrollments)	254,263	280,656	279,976	296,197	313,969
Internet course sections offered during the fall semester	6,352	7,004	7,042	7,106	7,461
Fall semester enrollment (headcount)	135,729	142,387	142,616	145,389	149,250
Fall semester enrollment (full-time equivalent)	121,763	127,626	127,191	130,372	131,773

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Students enrolled in graduate degree programs	25,848	27,140	27,974	29,373	30,841
Minority graduate enrollment as percentage of total enrollment	30.1	28.9	28.7	29.5	30.0

Goal: To promote retention and graduation for undergraduate and graduate students.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of full-time first-year students persisting after one year	86.0	84.8	85.4	84.6	85.5
Percent of full-time upper-division transfers graduating in four years	72.6	70.3	70.6	71.9	71.0
Bachelor's degrees granted	23,384	24,349	23,847	25,039	26,291
Master's degrees granted	9,747	10,711	11,446	11,904	12,797

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Doctoral degrees granted	712	780	749	771	810
Law degrees granted	274	311	259	272	286
Total degrees granted	34,117	36,151	36,301	37,987	40,184
Percent of full-time first-year students graduating in six years	66.9	68.5	68.6	69.3	70.2
Bachelor's degrees granted to Arizona community college transfer students	4,998	5,154	4,766	4,814	4,838

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 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	0.0	5,687.6
Other Appropriated Funds	13,202.5	13,231.2	13,231.2
Other Non-Appropriated Funds	410,937.3	499,532.8	499,532.8
Total	424,139.8	512,764.0	518,451.6
FTE Positions	2,220.30	2,236.80	2,236.80

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To maintain and enhance the University's status as a major research institution.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Dollar value of proposals submitted (in millions)	2,942.8	3,089.9	3,135.3	3,292.0	3,456.6
External dollars received for research and creative activity (in millions of dollars)	728.4	764.8	865.8	909.1	954.5
Dollar value of total research expenditures (in millions)	720.0	756.0	818.7	859.6	902.6
Dollar value of externally funded, non-research expenditures (in millions)	344.1	66.4	118.8	67.8	71.2

Goal: To continue and improve University efforts to provide opportunities for undergraduate and graduate students to participate in research and creative activity.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Undergraduate students supported by sponsored funds	1,601	1,649	2,028	2,129	2,236
Graduate students supported by sponsored funds	2,162	2,227	2,237	2,349	2,466

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	0.0	1,753.9
Other Appropriated Funds	2,360.2	1,880.7	1,880.7
Other Non-Appropriated Funds	77,044.1	(1,918.8)	(1,918.8)
Total	79,404.3	(38.1)	1,715.8
FTE Positions	319.90	190.20	190.20

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide quality educational and informative television programs and improve services provided to the community, especially in rural areas.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Unique visitors to Arizona PBS (azpbs.org) (monthly)	69,309	71,388	75,220	77,476	79,800
Teachers served through educational support programming	68,239	70,286	79,661	82,051	84,513
Students served through educational support programming	1,228,302	1,265,148	1,433,898	1,476,915	1,521,255

Goal: To continue to stage excellent cultural and other nonathletic special events for various diverse constituents.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Persons attending University sponsored cultural events (in thousands)	523	530	633	640	650
Special events coordinated	11,014	11,124	12,495	12,619	12,745

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,811.5	941.5	941.5
Other Appropriated Funds	94,059.0	136,784.8	136,784.8
Other Non-Appropriated Funds	402,448.5	311,288.3	311,288.3
Total	498,319.0	449,014.6	449,014.6
FTE Positions	2,068.20	2,422.20	2,422.20

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To manage the number of books and periodical subscriptions owned by the university libraries for increased accessibility.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Periodical titles	242,950	244,000	246,559	247,500	248,500
Virtual/remote reference transactions	8,086	8,250	8,274	8,450	8,600
Visits to Libraries website (sessions)	1,473,069	1,550,000	1,459,927	1,475,000	1,495,000
Library Service Platform use (sessions)	1,363,484	1,400,000	1,313,039	1,350,000	1,375,000

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Annual attendance at university art collections	13,161	18,000	20,479	22,000	24,000
Annual attendees of lectures and special events	882	2,000	1,500	2,000	2,500

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of mediated classrooms	631	636	631	636	655
Number of common computing site seats	960	940	940	848	848
Percentage of site equipment out dated (4 years old)	94	60	60	40	20

Goal: To develop a cohesive integrated tiered reference/research support service.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Library volumes	5,406,067	5,510,000	5,719,938	5,810,000	5,900,000
E-book and e-journal use	5,416,125	5,470,000	5,356,547	5,416,500	5,475,000
Items borrowed from libraries outside ASU	26,606	27,100	25,070	25,600	26,100

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

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Library gate count	2,319,056	2,450,000	2,702,172	2,810,500	2,925,000

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	53,043.5	54,397.6	54,397.6
Other Non-Appropriated Funds	1,259,404.1	1,277,480.6	1,283,262.5
Total	1,312,447.6	1,331,878.2	1,337,660.1
FTE Positions	1,860.60	1,960.20	1,960.20

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To promote the emotional and physical well-being of students by providing quality health care services.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Students receiving health care on campus	53,046	55,698	61,703	64,788	68,027
Students receiving disability-related support or classroom accommodations	9,147	10,245	9,572	10,529	11,582

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Registered campus clubs and organizations	762	800	961	1,000	1,050
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.	516,979	532,488	661,154	680,988	701,417
Unique number of individual organizations recruiting on campus and virtually	15,050	15,200	17,536	17,886	18,243
Jobs and internships approved and posted in Handshake	100,825	101,833	133,043	135,703	138,417
Percent of graduating seniors who are satisfied with speakers, cultural offerings, and events on campus	89	90	88	89	89

Goal: To provide services that enhance the likelihood of students' academic success.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Students participating in orientation	15,200	15,650	14,500	14,935	15,383
Students living in first-year residential communities	9,867	11,400	10,837	11,500	12,200
Students receiving financial assistance in an academic year	134,597	139,981	139,008	144,568	150,351
Dollar volume for all financial assistance programs (dollars in thousands)	1,960,112	2,018,915	2,117,583	2,286,989	2,469,949

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average GPA of student athletes (4.00 highest)	3.27	3.28	3.29	3.30	3.31
Percent of student athletes graduating in six years based on NCAA Graduation Success Rate	92	91	92	92	93

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	11,978.5	88,324.5
Other Appropriated Funds	225,001.9	232,969.7	232,969.7
Other Non-Appropriated Funds	571,882.0	644,736.3	644,869.3
Total	796,884.0	889,684.5	966,163.5
FTE Positions	2,444.90	2,805.20	2,805.20

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of employees trained through targeted institutional programs	25,825	27,500	28,824	29,000	29,000
Administration as a percentage of total cost	2.05	1.66	1.92	1.61	1.52
Job applications processed	34,132	60,000	59,723	60,000	60,000
Positions filled	2,784	3,000	3,183	3,300	3,600
Percent of agency staff turnover (university staff only)	23.7	16.0	15.0	14.0	13.0

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Maintenance work order staff-hours on buildings/tunnels/structures	1,154,442	1,166,236	1,210,358	1,222,778	1,235,255

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of faculty, staff, and students participating in lab safety training	0	0	1,649	1,731	1,818
Annual Parking Permit Sales to students and staff	31,131	30,000	31,932	32,000	32,000
Community-based police assignments and contacts	483	604	706	882	1,103
Crime reports	2,026	2,067	1,948	2,045	2,147
Calls for Service	13,311	13,982	14,658	15,391	16,161

Goal: To maintain support for all telecommunications systems throughout the University.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Centrally supported Ethernet connections	220,000	245,000	250,000	260,000	270,000
Internet bandwidth available (in Gigabits) - Value in Gbps	300	300	400	400	400
Wireless hours (in millions)	200	270	300	320	350

Agency Summary

Northern Arizona University

Dr. José Luis Cruz Rivera, President

Phone: (928) 52-3232

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. Dr. José Luis Cruz Rivera is the 17th President of NAU.

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 2023 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 engaging teaching practices, including the effective use of technology.

Accredited by the Higher Learning Commission, the University 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. NAU inspires students to become engaged 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 their 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 883-acre campus models sustainable operations through multi-modal transportation, environmentally responsible waste disposal, energy-efficient green construction, and sustainability in food procurement. The University maintains a gold rating from the Sustainability, Tracking, Assessment, and Rating System (STARS) of the Association for the Advancement of Sustainability in Higher Education. A rating initially achieved in 2014 and valid through 2024.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Instruction	191,627.8	207,160.0	237,038.5
Organized Research	70,907.5	76,931.4	77,906.9
Public Service	40,143.2	42,278.9	42,798.0
Academic Support	39,402.1	33,337.7	33,375.2
Student Services	153,138.9	158,966.0	161,867.7
Institutional Support	113,068.8	124,112.4	176,024.9
Auxiliary Program	110,924.5	118,446.4	121,173.4
Capital Infrastructure	4,845.6	4,942.5	4,942.5
Total	724,058.5	766,175.3	855,127.1

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	109,637.6	133,983.0	210,983.0
Other Appropriated Funds	135,242.9	140,262.0	140,262.0
Other Non-Appropriated Funds	479,178.0	491,930.3	503,882.1
Total	724,058.5	766,175.3	855,127.1
FTE Positions	4,158.28	4,596.14	4,596.14

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: 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: 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
- 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

Issue: 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: 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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	120.0	130.0	140.0
General Fund	15.0	17.0	20.0
Other Appropriated Funds	3.0	4.0	5.0
Non-Appropriated Funds	4.0	5.0	6.0
Federal Funds	3.0	4.0	5.0

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Instruction

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
Phone: (928) 52-1829
A.R.S. § 15-1601

Mission:

To foster students' knowledge and competencies necessary for professional success, informed civic engagement, global citizenship, life-long 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 approximately 21,000 (fall 2023, preliminary) students at its main campus in Flagstaff and nearly 7,000 students at more than 20 sites across the state and online.

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.

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. 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 plays an important role in 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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	101,144.9	118,575.0	145,575.0
Other Appropriated Funds	33,684.5	31,782.6	31,782.6
Other Non-Appropriated Funds	56,798.4	56,802.4	59,680.9
Total	191,627.8	207,160.0	237,038.5
FTE Positions	1,654.75	1,847.31	1,847.31

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Flagstaff and Statewide Instruction

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
 Phone: (928) 52-1829
 A.R.S. § 15-1601

Mission:

To foster students' knowledge and competencies necessary for professional success, informed civic engagement, global citizenship, life-long 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	98,611.7	116,213.5	143,213.5
Other Appropriated Funds	33,684.5	31,782.6	31,782.6
Other Non-Appropriated Funds	56,798.4	56,802.4	59,680.9
Total	189,094.6	204,798.5	234,677.0
FTE Positions	1,627.69	1,823.11	1,823.11

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide access to educational opportunities for undergraduate and graduate students.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of students enrolling in study abroad programs	2.00%	2.00%	2.77%	3.00%	3.00%
Increase the number of historically underrepresented ethnic minority students	11,658	11,425	11,421	11,649	11,882
Increase the number of international students	767	752	1,107	1,351	1,648
Increase the number of Native American students	1,743	1,708	1,736	1,771	1,806
Bachelor degrees granted to statewide students (as of 8/28/23)	1,530	1,515	1,449	1,435	1,420
Total degrees and certificates granted (as of 8/28/23)	7,740	7,663	7,549	7,474	7,399
Percentage of full-time, undergraduate students enrolled per semester in three or more primary courses with ranked faculty	85%	85%	87%	87%	87%
Number of Bachelor degrees granted (as of 8/28/23)	5,621	5,565	5,174	5,122	5,071
Percent of graduating seniors who rate their overall university experience as good or excellent	94%	94%	94%	94%	95%
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 (as of 8/28/23)	1,278	1,291	1,624	1,656	1,690
Graduate degrees awarded at the doctoral level (excludes DPT) (as of 8/28/23)	128	129	142	145	148
Doctorate degrees awarded in the DPT category (as of 8/28/23)	98	99	97	99	101

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Graduate degrees granted (all statewide campuses) (as of 8/28/23)	962	972	1,233	1,258	1,283
Doctorate degrees awarded in professional practice fields (as of 8/28/23)	145	146	142	145	148
Freshman retention rate (ABOR Enterprise Metric)	76.3%	75.0%	75.0%	75.4%	75.8%
Six-year graduation rate (ABOR Enterprise Metric)	59.0%	58.0%	57.4%	58.4%	59.5%
Research doctoral degrees awarded (as of 8/28/23)	81	82	97	99	101
Number of degrees awarded in New Economy Initiative fields (ABOR Enterprise Metric)	0	0	1,325	1,350	1,375

Program Summary

Organized Research

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
Phone: (928) 52-1829
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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,122.2	3,865.0	3,865.0
Other Appropriated Funds	4,928.1	3,726.4	3,726.4
Other Non-Appropriated Funds	64,857.2	69,340.0	70,315.5
Total	70,907.5	76,931.4	77,906.9
FTE Positions	456.73	463.34	463.34

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Flagstaff and Statewide Organized Research

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
 Phone: (928) 52-1829
 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 140 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,122.2	3,865.0	3,865.0
Other Appropriated Funds	4,928.1	3,726.4	3,726.4
Other Non-Appropriated Funds	64,857.2	69,340.0	70,315.5
Total	70,907.5	76,931.4	77,906.9
FTE Positions	456.73	463.34	463.34

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To offer graduate programs contributing to research and innovation in Arizona

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Graduate students enrolled in Flagstaff Master’s level programs	1,304	1,382	1,496	1,616	1,745
Graduate students enrolled in Flagstaff Doctoral level programs	590	625	578	624	674
Graduate degrees granted to Flagstaff students (masters and doctorates) (as of 8/28/23)	542	547	630	643	655
Value of total research expenditures	\$68,000,000	\$69,000,000	\$71,300,000	\$72,000,000	\$72,500,000
Number of invention disclosures	48	50	49	50	50

Goal: To offer graduate programs which meet needs for graduate level instruction, such as teacher education or advanced professional training.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Graduate students enrolled in statewide Master's level programs (all statewide campuses)	2,924	2,807	3,084	3,053	3,023
Graduate students enrolled in statewide Doctoral level programs (all statewide campuses)	560	582	574	568	563

Program Summary

Public Service

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
Phone: (928) 52-1829
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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	3,643.0	3,225.7	3,225.7
Other Appropriated Funds	2,661.4	2,400.1	2,400.1
Other Non-Appropriated Funds	33,838.8	36,653.1	37,172.2
Total	40,143.2	42,278.9	42,798.0
FTE Positions	209.78	221.63	221.63

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Flagstaff and Statewide Public Service

Dr. K. Laurie Dickson, Sr. Associate to the President & Sr. Vice Provost
 Phone: (928) 52-1829
 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).

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	3,643.0	3,225.7	3,225.7
Other Appropriated Funds	2,661.4	2,400.1	2,400.1
Other Non-Appropriated Funds	33,838.8	36,653.1	37,172.2
Total	40,143.2	42,278.9	42,798.0
FTE Positions	209.78	221.63	221.63

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To increase the cultural vitality of Arizona and the Southwest region.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Theater, Art Shows and various season performances	57	75	83	75	75
Music concerts and film series scheduled	153	160	162	173	173
Value of expenditures related to service and engagement activities (in thousands)	\$33,000	\$33,500	\$38,757	\$39,500	\$40,000

Goal: To enhance the quality of life in Arizona and the Southwest region.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of volunteer hours contributed by CSV volunteers	114,836	321,226	206,076	210,000	215,000
Number of partner agencies collaborating with CSV	374	321	263	275	285
Number of volunteers engaged in CSV programs	1,719	1,874	1,894	2,000	2,200
Number of individuals benefiting from CSV programs	13,265	47,489	24,855	18,000	20,000

Program Summary

Academic Support

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
Phone: (928) 52-1829
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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	426.2	446.0	446.0
Other Appropriated Funds	31,046.3	27,819.7	27,819.7
Other Non-Appropriated Funds	7,929.6	5,072.0	5,109.5
Total	39,402.1	33,337.7	33,375.2
FTE Positions	411.14	453.18	453.18

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Flagstaff and Statewide Academic Support

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
 Phone: (928) 52-1829
 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 students in Flagstaff and throughout the state to ensure success.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	31,046.3	27,819.7	27,819.7
Other Non-Appropriated Funds	7,929.6	5,072.0	5,109.5
Total	38,975.9	32,891.7	32,929.2
FTE Positions	406.82	448.73	448.73

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide a physical and online environment that supports student and faculty learning, teaching and research.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of users in the library	335,788	350,000	326,816	330,000	335,000
Number of electronic journal titles available	99,750	105,000	124,889	130,000	140,000
Number of items provided for NAU students, faculty and staff via Document Delivery Services	12,011	13,000	12,358	12,500	13,000
Electronic books supplied by Cline Library	358,674	370,000	856,026	900,000	950,000
Cline Library hours open per week	150	150	125	125	125
Number of virtual reference services interactions	2,281	2,300	1,955	2,000	2,100

Program Summary

Student Services

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
Phone: (928) 52-1829
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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,587.5	1,570.1	1,570.1
Other Appropriated Funds	19,158.2	22,734.9	22,734.9
Other Non-Appropriated Funds	132,393.2	134,661.0	137,562.7
Total	153,138.9	158,966.0	161,867.7
FTE Positions	399.49	411.38	411.38

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Flagstaff and Statewide Student Services

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
Phone: (928) 52-1829
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, employment opportunities, and employer engagement/networking events. Students served include those on the main Flagstaff campus, at statewide sites, and 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, Yuma, 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. Academic advisors and Student Development Coordinators aim to provide holistic support for students who encounter obstacles throughout their journey as well as those who strive to learn more about additional opportunities available at the institution.

The Academic Success Centers provide one on one and drop-in tutoring in numerous academic subjects. The ASC also offers group-based Supplemental Instruction, learning strategies/study skills support, Peer Academic Coaching, test taking strategies, and other academic resources for students.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,326.0	1,570.1	1,570.1
Other Appropriated Funds	19,158.2	22,734.9	22,734.9
Other Non-Appropriated Funds	132,393.2	134,661.0	137,562.7
Total	152,877.4	158,966.0	161,867.7
FTE Positions	396.82	411.38	411.38

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To assist Flagstaff students in cultural, physical, and social development/wellness by providing services, activities, and events.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Students use/participation: Counseling Services visits	8,246	9,000	8,211	8,250	8,300
Inclusion and Multicultural Services (IMS) and Office of Indigenous Student Success (OISS) participants	1,883	2,090	3,193	2,400	2,500
Total unique count of student participation in Student Affairs mentoring programs (including but not limited to SSS, ID Scholars, Peer Jacks, OISS Scholars)	27,627	27,903	23,930	24,707	25,510
Number of Student Life registered organizations	409	417	390	395	400
Percent of new first time, full time freshmen utilizing one of the Academic Success Centers (tutoring, SI, academic mentoring) one or more times	49%	55%	39%	42%	45%
Total number of students utilizing Academic Success Centers (tutoring)	6,330	6,393	6,406	6,481	6,556

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Students receiving financial aid by categories: Scholarships	14,965	15,600	15,563	15,750	16,000
Students receiving financial aid by categories: Waivers	656	650	633	650	650
Students receiving financial aid by categories: Grants	7,584	7,500	6,951	7,500	8,000
Students receiving financial aid by categories: Employment	3,122	3,500	3,367	3,500	3,750
Students receiving financial aid by categories: Loans	7,025	7,000	6,893	6,800	6,500

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Students receiving financial aid by categories: Scholarships	1,093	1,150	1,025	1,250	1,250
Students receiving financial aid by categories: Waivers	122	125	104	100	100
Students receiving financial aid by categories: Grants	2,292	2,200	2,001	2,200	2,200
Students receiving financial aid by categories: Employment	57	60	69	75	75
Students receiving financial aid by categories: Loans	2,003	2,000	1,765	1,600	1,500

Program Summary

Institutional Support

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
Phone: (928) 52-1829
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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,713.8	6,301.2	56,301.2
Other Appropriated Funds	38,918.8	46,855.8	46,855.8
Other Non-Appropriated Funds	72,436.2	70,955.4	72,867.9
Total	113,068.8	124,112.4	176,024.9
FTE Positions	583.69	693.12	693.12

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Flagstaff and Statewide Institutional Support

Dr. K. Laurie Dickson, Sr. Associate to the President & Sr. Vice Provost
 Phone: (928) 52-1829
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,713.8	6,301.2	56,301.2
Other Appropriated Funds	38,918.8	46,855.8	46,855.8
Other Non-Appropriated Funds	72,436.2	70,955.4	72,867.9
Total	113,068.8	124,112.4	176,024.9
FTE Positions	583.69	693.12	693.12

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To enhance the safety and the learning/working environment.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
NAU numbers of: Equity and Access formal and informal complaints, consultations and ADA issue contacts	2,483	2,300	2,010	2,500	2,500
People trained proactively by the Office of Equity and Access (and Disability Resources), on-line and in person	8,317	14,000	12,863	10,000	15,000
People served by the Office of Employee Assistance and Wellness	6,844	8,000	7,270	8,500	8,500
Programs offered by the Office of Employee Assistance and Wellness	255	300	292	300	250
Internal audits conducted	4	5	5	7	7
Percent of agency staff turnover	21%	18%	17%	16%	15%

Goal: To improve the physical living, working, and learning environment.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
State appropriations for building renewal (in millions)	\$0	\$29.2	\$0	\$33.0	\$37.0
Operation and maintenance of plant expenditures (in millions)	\$27.8	\$28.0	\$24.1	\$26.0	\$28.0

Program Summary

Auxiliary Program

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
Phone: (928) 52-1829
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 3.22 among its approximately 320 student-athletes during the 2022-2023 academic year. In addition, 161 student-athletes earned Big Sky/WAC All-Academic honors achieving a minimum of 3.20 cumulative grade point average or higher. 44.2% of our student-athletes were on Dean's List. 11 of the 13 teams had a 3.2 team GPA or higher for the 2022-2023 academic year.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	110,924.5	118,446.4	121,173.4
Total	110,924.5	118,446.4	121,173.4
FTE Positions	442.70	506.18	506.18

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Flagstaff and Statewide Auxiliary Program

K. Laurie Dickson, PhD, VP University Strategy & Sr. Assoc. to President
 Phone: (928) 52-1829
 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 Health Services, Campus Dining, Campus Living, and Intercollegiate Athletics.

Campus Health Services supports student health using an integrated model that includes Behavioral Health, Counseling, Health Promotion and Medical services. These four 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.

NAU-Yuma offers students auxiliary services such as dining and childcare through its partner Arizona Western College. Some auxiliary services are offered through the NAU Flagstaff Campus.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	110,924.5	118,446.4	121,173.4
Total	110,924.5	118,446.4	121,173.4
FTE Positions	442.70	506.18	506.18

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide an excellent residential living experience for students choosing to live on the Flagstaff Mountain Campus.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of new, first time, full-time students living in residence halls	85%	89%	85%	86%	86%
Total number of students who were housed on campus	9,666	9,800	10,118	10,300	10,500

Goal: To provide diverse and quality services and events to promote health and wellness for students and community.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total use/participation: Recreation Center visits	118,246	200,000	382,818	390,000	395,000
Total use/participation: Outdoor Recreation	1,311	2,000	9,183	10,000	11,000
Total use/participation: Aquatic Center (excludes Tennis Center as that data are not tracked by Campus Recreation)	42,602	60,000	50,827	55,000	55,000
Students use/participation: Intramural participants	15,817	18,000	15,824	16,000	17,000
Students use/participation: Campus Health Services/Medical Services visits	45,805	42,991	46,052	48,000	49,000
Total use/participation: Fitness & Wellness	14,666	20,000	12,325	15,000	16,000
Student use/participation: Sport Clubs	685	1,000	702	700	750
Student use/participation in Campus Health Services/Health Promotion - In Person	6,539	3,500	7,824	8,000	8,000
Student use/participation in Campus Health Services/Health Promotion - Online	14,447	16,000	17,727	17,500	18,000

Agency Summary

University of Arizona - Health Sciences Center

Dr. Robert C. Robbins, President

Phone: (520) 621-5511

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Instruction	101,829.0	107,146.3	126,386.5
Organized Research	222,986.4	229,658.3	234,236.4
Public Service	40,958.9	42,118.1	43,056.3
Academic Support	138,455.8	151,158.3	158,668.9
Student Services	22,174.2	34,849.6	38,898.4
Institutional Support	6,443.5	7,065.7	9,338.8
Auxiliary Program	801.0	783.2	749.0
College of Medicine, Phoenix Campus	163,331.3	170,963.1	203,734.1
Total	696,980.1	743,742.6	815,068.4

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	76,897.7	80,397.7	139,897.7
Other Appropriated Funds	49,017.2	69,546.5	69,546.5
Other Non-Appropriated Funds	571,065.2	593,798.4	605,624.2
Total	696,980.1	743,742.6	815,068.4
FTE Positions	4,251.90	4,290.50	4,764.50

All dollar amounts are expressed in thousands, as requested by agencies.

Issue: 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: Innovating

Description: Expand our research and creative inquiry 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.

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- 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. Diversify 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: 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: 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.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	4,812.0	4,860.1	4,908.7
General Fund	141.1	144.3	147.7
Other Appropriated Funds	72.3	75.9	79.7
Non-Appropriated Funds	404.9	413.0	421.2
Federal Funds	232.6	246.5	261.3

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Instruction

Katie Van Renterghem, Assistant Vice President, Planning
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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	43,173.7	35,092.0	52,846.0
Other Appropriated Funds	0.0	11,675.7	11,675.7
Other Non-Appropriated Funds	58,655.3	60,378.6	61,864.8
Total	101,829.0	107,146.3	126,386.5
FTE Positions	1,011.90	1,021.10	1,124.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To increase productivity, efficiency, and effectiveness.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
MD degrees granted	0	0	183	250	265
Nursing degrees granted	0	0	554	670	670
All other Health Science degrees granted	0	0	909	1,030	1,100

Program Summary

Organized Research

Katie Van Renterghem, Assistant Vice President, Planning
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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	440.1	1,440.1	1,519.9
Other Appropriated Funds	5,240.9	3,307.7	3,307.7
Other Non-Appropriated Funds	217,305.4	224,910.5	229,408.8
Total	222,986.4	229,658.3	234,236.4
FTE Positions	1,087.10	1,096.20	1,100.90

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To establish a stable funding base to support research, education, and service activities

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
COM-Tucson and COM-Phoenix NIH award total (in thousands)	\$0	\$0	\$114,115	\$116,400	\$118,700
HERD medical school total R&D expenditure (in thousands)	\$0	\$0	\$277,396	\$287,000	\$298,000

Program Summary

Public Service

Katie Van Renterghem, Assistant Vice President, Planning
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,440.7	2,022.4	2,168.0
Other Appropriated Funds	580.3	446.1	446.1
Other Non-Appropriated Funds	38,937.9	39,649.6	40,442.2
Total	40,958.9	42,118.1	43,056.3
FTE Positions	173.10	169.00	169.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide quality, accessible poison and medication-related emergency treatment assistance 24 hours a day.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Poison Control call volume per year	28	28	25	26	26
Accredited by the American Association for Poison Control Center Certification as a Regional Poison Control Center.	Yes	Yes	Yes	Yes	Yes

Goal: To provide specialty patient care in rural communities and secure State institutions.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number served through Telemedicine (clinical consultations)	28,800	29,000	28,800	28,800	28,800

Program Summary

Academic Support

Katie Van Renterghem, Assistant Vice President, Planning
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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	8,587.0	10,587.0	16,109.9
Other Appropriated Funds	25,989.3	32,694.0	32,694.0
Other Non-Appropriated Funds	103,879.5	107,877.3	109,865.0
Total	138,455.8	151,158.3	158,668.9
FTE Positions	985.20	985.80	1,069.70

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To offer education programs that meet standards of excellence

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Students passing Step I of the US Medical Licensing Exam	91%	94%	94%	95%	95%
Students passing Step II of the US Medical Licensing Exam	99%	99%	99%	99%	99%

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total faculty headcount - AHS only	0	0	786	795	810

Program Summary

Student Services

Katie Van Renterghem, Assistant Vice President, Planning
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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	8,000.0	11,570.6
Other Appropriated Funds	1,844.1	2,937.8	2,937.8
Other Non-Appropriated Funds	20,330.1	23,911.8	24,390.0
Total	22,174.2	34,849.6	38,898.4
FTE Positions	37.40	37.40	79.90

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To enroll diverse students using the diverse in its broadest meaning.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Minority undergraduate students	47.5%	48.0%	42.1%	43.6%	44.0%
Minority graduate and first professional students	40.9%	41.0%	32.8%	33.7%	34.0%

Program Summary

Institutional Support

Katie Van Renterghem, Assistant Vice President, Planning
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	0.0	0.0	2,271.0
Other Appropriated Funds	6,338.8	6,956.8	6,956.8
Other Non-Appropriated Funds	104.7	108.9	111.0
Total	6,443.5	7,065.7	9,338.8
FTE Positions	141.80	145.80	171.80

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To enhance community support for the work of the University in the larger community.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Endowment net assets (in thousands)	\$218,698	\$230,000	\$341,784	\$348,600	\$355,600
Gift revenue (in thousands)	\$80,151	\$82,000	\$86,984	\$88,700	\$90,500

Goal: To attract and engage a diverse and high quality workforce

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Minority employees in administrative, faculty, professional and classified positions	32.7%	33.0%	30.9%	31.3%	31.5%

Goal: To enhance the institutional effectiveness through planning and budgeting, program review, personnel review, and data collection and analysis.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total staff headcount - AHS only	0	0	2,253	2,380	2,420

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Instruction	382,096.9	476,575.3	476,575.3
Capital Infrastructure	8,932.2	11,535.9	11,535.9
Organized Research	382,542.1	392,885.1	392,885.1
Public Service	49,139.9	80,539.6	80,539.6
Academic Support	109,083.4	137,946.6	137,946.6
Student Services	335,470.5	534,562.6	534,562.6
Institutional Support	880,907.4	703,318.5	703,318.5
Auxiliary Program	333,365.8	347,180.6	347,180.6
College of Agriculture and Life Sciences	162,356.3	147,803.0	147,803.0
University of Arizona South	10,117.8	7,086.6	7,086.6
Total	2,654,012.3	2,839,433.8	2,839,433.8

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	302,058.3	302,897.2	302,897.2
Other Appropriated Funds	453,436.7	347,232.7	347,232.7
Other Non-Appropriated Funds	1,898,517.3	2,189,303.9	2,189,303.9
Total	2,654,012.3	2,839,433.8	2,839,433.8
FTE Positions	14,032.40	15,783.10	15,783.10

All dollar amounts are expressed in thousands, as requested by agencies.

Issue: 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: Innovating

Description: Expand our research and creative inquiry 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. Diversify 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: 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: 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.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	15,736.0	15,893.4	16,052.3
General Fund	341.2	348.4	355.6
Other Appropriated Funds	361.1	379.2	398.1
Non-Appropriated Funds	1,759.6	1,794.7	1,830.6
Federal Funds	390.7	414.1	439.0

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Instruction

Katie Van Renterghem, Assistant Vice President, Planning
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	202,682.8	177,146.9	177,146.9
Other Appropriated Funds	85,946.0	117,429.2	117,429.2
Other Non-Appropriated Funds	93,468.1	181,999.2	181,999.2
Total	382,096.9	476,575.3	476,575.3
FTE Positions	4,220.00	5,270.20	5,270.20

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To promote retention and graduation for undergraduate and graduate students.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total undergraduate enrollment	0	0	40,407	39,500	40,300
Total graduate enrollment	0	0	10,727	11,000	11,400
First-time, full-time retention	84.0%	84.0%	85.6%	85.6%	87.0%
Full-time first-year students graduating in six years	64.3%	66.4%	65.9%	65.1%	69.0%
Total number of degrees granted	8,642	8,885	8,502	8,672	8,787
Bachelors degrees granted	6,422	6,941	6,596	6,620	6,665
Masters degrees granted	1,208	1,112	1,160	1,245	1,285
Doctorate degrees granted	411	490	465	415	430
First Professional degrees granted	375	342	281	392	407

Program Summary

Organized Research

Katie Van Renterghem, Assistant Vice President, Planning
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	17,808.1	16,567.6	16,567.6
Other Appropriated Funds	34,649.9	30,415.6	30,415.6
Other Non-Appropriated Funds	330,084.1	345,901.9	345,901.9
Total	382,542.1	392,885.1	392,885.1
FTE Positions	2,280.80	2,216.00	2,216.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To increase funding for contracts, grants, and sponsored awards.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
HERD total R&D expenditure (in thousands)	\$0	\$0	\$824,340	\$853,000	\$887,000
Federal operating grant revenue (in thousands)	\$0	\$0	\$437,943	\$446,700	\$455,600
Operating grant and contract revenue per faculty headcount	\$0	\$0	\$185,939	\$189,700	\$193,500
National Science Foundation research ranking (publics)	20	20	20	20	20

Goal: To form a bridge connecting the University with the business sector.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
License revenue (in thousands)	\$0	\$0	\$10,400	\$5,200	\$5,700

Program Summary

Public Service

Katie Van Renterghem, Assistant Vice President, Planning
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	2,954.7	26,086.3	26,086.3
Other Appropriated Funds	3,518.6	12,186.4	12,186.4
Other Non-Appropriated Funds	42,666.6	42,266.9	42,266.9
Total	49,139.9	80,539.6	80,539.6
FTE Positions	538.50	631.30	631.30

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Public service expenditure (in thousands)	\$0	\$0	\$115,772	\$118,100	\$120,500
Number of people served by Cooperative Extension	618,941	666,000	618,405	618,500	618,500

Program Summary

Academic Support

Katie Van Renterghem, Assistant Vice President, Planning
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,967.7	3,650.0	3,650.0
Other Appropriated Funds	75,660.1	90,057.4	90,057.4
Other Non-Appropriated Funds	31,455.6	44,239.2	44,239.2
Total	109,083.4	137,946.6	137,946.6
FTE Positions	1,218.40	1,273.10	1,273.10

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: 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 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total faculty headcount	0	0	3,328	3,230	3,300
Academic support expenditure per student headcount	\$0	\$0	\$5,827	\$5,940	\$6,060
Academic programs reviewed for quality and effectiveness	17	19	18	17	22

Goal: To support alternative delivery modes of education for Arizona.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of online undergraduate degrees awarded	683	685	863	695	735
Number of online graduate degrees awarded	1,008	858	1,060	1,035	1,075

Program Summary

Student Services

Katie Van Renterghem, Assistant Vice President, Planning
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	5,364.7	2,729.4	2,729.4
Other Appropriated Funds	5,562.2	30,614.0	30,614.0
Other Non-Appropriated Funds	324,543.6	501,219.2	501,219.2
Total	335,470.5	534,562.6	534,562.6
FTE Positions	1,107.90	1,934.70	1,934.70

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To attract the best and brightest students in Arizona and from around the world.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average high school GPA	3.61	3.67	3.66	3.70	3.72
Average SAT score	1,275	1,294	1,265	1,275	1,275
Average ACT score	26	26	26	26	26
Total number of National Merit Scholars	48	50	75	85	85

Goal: To build a diverse and high-potential student body and first year cohort.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Hispanic or Latinx undergraduate students	27.2%	28.0%	26.6%	27.4%	27.8%
Pell-eligible undergraduate students	29.9%	30.0%	28.2%	29.0%	29.5%

Program Summary

Institutional Support

Katie Van Renterghem, Assistant Vice President, Planning
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	16,248.7	18,581.7	18,581.7
Other Appropriated Funds	220,129.5	56,180.2	56,180.2
Other Non-Appropriated Funds	644,529.2	628,556.6	628,556.6
Total	880,907.4	703,318.5	703,318.5
FTE Positions	1,349.60	1,111.30	1,111.30

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To attract and engage a diverse and high quality workforce.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Minority employees in administrative, faculty, professional and classified positions	31.1%	31.3%	29.1%	31.6%	32.0%

Goal: To enhance the institutional effectiveness through planning and budgeting, program review, personnel review, and data collection and analysis.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Total staff headcount	0	0	9,796	11,500	11,800
Institutional support expenditure per student headcount	\$0	\$0	\$4,202	\$4,290	\$4,380
Endowment net assets (in thousands)	\$0	\$0	\$1,295,793	\$1,321,700	\$1,348,100
Gift revenue (in thousands)	\$0	\$0	\$108,631	\$110,800	\$113,000

Program Summary

Auxiliary Program

Katie Van Renterghem, Assistant Vice President, Planning
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Non-Appropriated Funds	333,365.8	347,180.6	347,180.6
Total	333,365.8	347,180.6	347,180.6
FTE Positions	1,566.00	1,566.00	1,566.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To provide affordable housing and a residential living experience conducive to academic success and social well-being.

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
New freshmen living in residence halls	66.0%	64.0%	65.0%	66.0%	66.0%

Agency Summary

Arizona Department of Veterans' Services

Dana Allmond, Cabinet Executive Officer

Phone: (602) 255-3373

A.R.S. § 41-601 et seq.

Mission:

To be the catalyst in response to the evolving needs of Arizona's veterans 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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Administration	8,354.2	7,046.4	7,046.4
Veterans' Services	6,285.5	12,918.5	12,918.5
State Veterans' Homes	37,760.5	60,533.7	60,533.7
State Veterans' Cemeteries	1,472.5	1,356.4	1,588.8
SLI Veteran Service Officers	671.5	1,888.4	1,888.4
SLI Homeless Veteran Reintegration	0.0	5,000.0	5,000.0
Total	54,544.2	88,743.4	88,975.8

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	7,126.3	21,749.2	21,911.2
Other Appropriated Funds	42,418.9	60,529.1	60,529.1
Other Non-Appropriated Funds	4,999.0	6,465.1	6,535.5
Total	54,544.2	88,743.4	88,975.8
FTE Positions	792.30	782.80	783.80

All dollar amounts are expressed in thousands, as requested by agencies.

Department of Veterans' Services

Fiscal Year 2024 Strategic Plan 2-pager

Agency Director: Dana Allmond
 Strategic Planner: Jack Beasley
 Last modified: 07/13/2023

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 Benefits Counselors (VBC) assist Veterans and other eligible claimants with a variety of Veterans Administration (VA) disability claims, appeals and referrals. The Department operates Arizona State Veteran Homes (ASVH) and Arizona Veterans Memorial Cemeteries (AVMC). 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 that offer curriculum to Veterans under the GI Bill. The Department also administers the Military Family Relief Fund (MFRF), the Veterans Donation Fund (VDF), provides critical, statewide coordination and technical assistance services to eliminate homelessness amount Veterans, decrease Veteran suicides and improve the quality of life for Arizona Veterans.

Executive Summary:
 FY23 saw ADVS grow and achieve despite the continuing effects of the COVID virus and the weather. We ramped up staffing at our new homes to fill vacant positions. In addition, ASVH-Y became both State and VA certified. We completed hiring for our State Veteran Home Regional Team which includes a State Veteran Home Deputy Director, a Regional Director of Nursing and a Regional Minimum Data Set (MDS) Coordinator. We also created a centralized billing function and hired a Regional Director of Plant Operations to oversee life safety and projects. Our VBCs are now processing over 900 claims per month with an approval rate over 95%. Currently, over \$76 million per month in federal funds are entering the state as a result of claims submitted by ADVS. We have reached over 8,000 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 continue to be a strong focus in FY24. 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. FY24 will see one new ASVH opening in Flagstaff. We will continue our partnership with the Arizona Department of Administration (ADOA) and the Arizona Department of Economic Security (ADES) to increase the hiring of Veterans in State jobs. ADVS has focused our efforts to combat Veteran homelessness, better serve high-risk Veterans, and increase our presence within Tribal Communities via the Tribal Connectivity Program.

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	ADVS has reached over 8,000 high risk Veterans and connected them to needed resources. We partner with statewide media to run PSAs that encourage Veterans to find help. We opened 13 itinerate sites to expand our reach and had over 70 outreach engagements in high risk for suicide zip codes. In addition, we hired a Housing Coordinator to support the increasing rise in Veteran homelessness.
2	Operate four long term care facilities that all carry 5-Star ratings	2018 with 2022 refresh	ASVH-T (Tucson) again achieved the US News and World Report's highest rating for the fourth straight year. ASVH-P (Phoenix) received Best Nursing Homes 2023 from Newsweek. ASVH-T (Tucson) remains at 5 stars. ASVH-Y (Yuma) gained VA and State Certification and had its Grand Opening in June 2023. ASVH-F (Flagstaff) continues to hire staff and expects to open early in FY24.
3	Support ADVS expansion through effective leadership, guidance, administrative and infrastructure services	2019	In FY23, ADVS continued to hone our organizational management and problem-solving skills. We created or updated over 300 standard operating procedures 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, ensuring we were good stewards of taxpayer dollars. ADVS has implemented several compensation strategies to attract and retain quality talent. ADVS continues to develop our leadership through one-on-ones, mentorship, coaching and professional development opportunities.
4	To be Arizona's proven top choice for Veterans' services	2017 with 2022 refresh	Arizona Veterans currently receive over \$76 million per month in VA monetary benefits, an increase of 10% over the last year. We maintained a claims approval rate of over 92% for the entire FY. ADVS funded over 400 Veteran Toolkits, helping Veterans find jobs. ADVS increased direct services to Veterans to over 27,000 per month. ADVS granted over \$1.2 million in MFRF financial aid to Veterans in need, which is the most since the program's inception. We increased our contacts with first time customers to nearly 8,000. ADVS continued to develop a vast network of state and local partnerships to help Veterans find and maintain reliable employment, housing, internet connectivity and digital literacy training. In addition, the Quality Review Team represented Veterans and eligible dependents during the Department of Veterans Administration appellate process, resulting over \$2.3 million in retroactive monetary awards.

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
#1	Identify all Veterans that die by violent death to create baseline data, to access and target meaningful interventions to prevent future occurrences	<ul style="list-style-type: none"> • # of records on violent death reviewed • # of Veterans verified • # of high-risk zip codes outreached in 	<ul style="list-style-type: none"> • Participate in Suicide Mortality Review efforts • Identify and engage with high risk Veteran population • Continue to hold pop-up outreach events • Continue to hire VBCs to specialize in rural areas • Deploy Suicide Prevention Training Pilot Program
#2a	Increase combined rating to an average of 5-Stars.	<ul style="list-style-type: none"> • Monthly quality of care score • # of nursing hours per resident • # of registered nurses (RN) hours per resident • # of Core positions / contracted positions 	<ul style="list-style-type: none"> • Maintain or obtain US News and World Report rankings for all nursing homes • Maintain or obtain Newsweek Best Nursing Homes Rankings • Implement staffing plan that cares for residents and increases cash flow • Complete feasibility study for fifth home in northwest Arizona
#2b	Increase census to desired capacities for all four homes	<ul style="list-style-type: none"> • Monitor census to track specific goals for each home • # of FTE onboarded for nursing 	<ul style="list-style-type: none"> • Marketing program to increase census • Continue to work towards stabilizing our workforce by refining our nursing step plan and continue our hiring and retention initiatives
#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 • Agency retention rate 	<ul style="list-style-type: none"> • Develop a long term ADVS facilities maintenance plan • Review expenses for creative reductions • Continue to support our culture of continuous improvement • Effectively manage the Veteran Homes Trust Fund • Enhance diversity, equity, accessibility and inclusion initiatives
#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 clients served at itinerant locations • # of new rural community partner contacts • # of Veterans using connectivity technology • # of tribes outreached to • # of community and tribal engagement points 	<ul style="list-style-type: none"> • Develop a "Justice Involved" Veterans tool kit • Deploy plan to expand the tribal connectivity project • Develop and staff Homeless Veteran Reintegration Program • Create rural and tribal engagement events using satellite internet capabilities • Deploy tribal traditional healing program

5 Year Plan

Issue: 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.
- 4 1% 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 trauma??c 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 post-vention 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: 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 recently completed 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 both are not

completed. Due to the COVID-19 pandemic, plans to open the new facilities were delayed. However, the facility in Yuma opened in October of FY23. The facility in Flagstaff is scheduled to open in November of FY24. 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 totaling 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 en 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: Support ADVS expansion through effective leadership, guidance, administrative and infrastructure services

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: To be Arizona’s proven top choice for Veterans’ services

Description: Arizona Veterans currently receive over \$76 million per month in VA monetary benefits, an increase of 10% over the last year. We maintained a claims approval rate of over 92% for the entire FY. ADVS funded over 400 Veteran Toolkits, helping Veterans find jobs. ADVS increased direct services to Veterans to over 27,000 per month. ADVS granted over \$1.2 million in MFRF financial aid to Veterans in need, which is the most since the program’s inception. We increased our contacts with first time customers to nearly 8,000. ADVS continued to develop a vast network of state and local partnerships to help Veterans find and maintain reliable employment, housing, internet connectivity and digital literacy training. In addition, the Quality Review Team represented Veterans and eligible dependents during the Department of Veterans Administration appellate process, resulting over \$2.3 million in retroactive monetary awards.

Solutions:

Increase seamless access to Veterans’ services.

Reach more Veterans.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 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

All dollar amounts are expressed in thousands, as requested by agencies.

Program Summary

Administration

Jack Beasley, Assistant Deputy Director - Admin
 Phone: (480) 356-2095
 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	2,517.8	4,309.5	4,309.5
Other Appropriated Funds	4,120.2	0.0	0.0
Other Non-Appropriated Funds	1,716.2	2,736.9	2,736.9
Total	8,354.2	7,046.4	7,046.4
FTE Positions	46.80	46.80	46.80

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To support ADVS expansion through effective leadership, guidance, administrative and infrastructure services

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of expenditures to budget	98.0	99.0	100.0	99.0	99.0
Funded vacancy rate	50.7	25.0	47.7	12.0	10.0
Percentage of ADOA Security Control Adoption	93	100	100	100	100
VBC turnover rate - This metric has been discontinued after FY22	4	N/A	0	0	0
Percentage of ASVH-Flagstaff positions filled - This metric has been moved to State Veterans' Homes program summary.	2.0	N/A	0	0	0
Number of standard work documents updated or created - This metric will not be used after FY22	335	N/A	0	0	0
Percentage of ASVH-Yuma positions filled. This metric was moved to State Veterans' Homes program summary.	26.9	N/A	0	0	0
Federal VA Compensation & Pension Benefits Paid Monthly in Millions of Dollars to Veterans & Families Utilizing ADVS.	64.8	62.5	76.8	80.0	90.0
Dollars received in donations. This metric is discontinued after FY22.	2,939.2	N/A	0	0	0
Percentage of agency complaints resolved within the established timeframe. This metric is discontinued after FY22.	72.7	N/A	0	0	0
Monthly quality of care score	1,293	1,470	1,420	2,940	2,940
Percent Combined Occupancy Rate at State Veteran Homes	63.0	N/A	TBD	TBD	TBD

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of nursing hours per resident day	4.68	4.24	5.48	4.30	5.00
Monthly census (occupancy)	201	432	186	432	432
Number of Registered Nurse (RN) hours per resident day	0.78	0.60	0.60	0.52	0.50
Number of Medicare / Medicare Advantage Residents	2	N/A	0	0	0
Number of nursing positions filled across all facilities	N/A	391	113	391	391
Number of headstones installed and properly aligned	790	936	567	950	950
Track average time from voicemail to call back.	22	N/A	0	0	0
Percentage of calls returned within established time frame	100	N/A	0	0	0
Percent of need with assigned resource	60	90	80	90	95
Number of high-risk Veterans reached	11,775	12,000	9,390	12,100	12,200
Number of Veterans requesting mental health referrals	22	N/A	0	0	0
Percentage of VBC referrals to Be Connected	71	90	70	80	80
Number of Veterans using virtual system	N/A	15	11	30	40
Number of homeless veterans who are not "service connected" in pilot program.	N/A	2	15	5	5

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	3,607.3	10,227.6	10,227.6
Other Appropriated Funds	25.0	0.0	0.0
Other Non-Appropriated Funds	2,653.2	2,690.9	2,690.9
Total	6,285.5	12,918.5	12,918.5
FTE Positions	69.00	70.00	70.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To be Arizona's proven top choice for Veterans' services.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of Veterans and Families Provided Direct Service from ADVS	340,838	500,000	260,993	520,000	525,000
Number of first-time customer contacts	N/A	4,500	10,049	4,550	4,550
Number of agency complaints. This metric is discontinued after FY22.	152	N/A	0	0	0
Number of new rural community partner contacts	N/A	18	397	20	30
Number of community and Tribal engagement points. Metric Discontinued after FY22	215	N/A	0	0	0
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.	99.0	100.0	99.0	100.0	100.0
Percentage of ASVH Flagstaff positions filled	2	60	0	95	0
Percentage of ASVH Yuma positions filled	27	80	0	95	0

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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Licensing and Regulation	660.8	785.1	871.8
Total	660.8	785.1	871.8

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Other Appropriated Funds	660.8	785.1	871.8
Total	660.8	785.1	871.8
FTE Positions	5.00	7.00	7.00

All dollar amounts are expressed in thousands, as requested by agencies.

5 Year Plan

Issue: E-Licensing continuation

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 can be enhanced. The agency's new E-license solution is scheduled to launch in fall 2023 with great improvements to the current processes.

This new program will add web-based capabilities for licensees to track their continuing education credits, notify the Board of address and employment changes, request license verifications, etc. - which is expected to 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 that will also launch in late 2023. As more of the licensees and applicants embrace online activities, the agency wants to be able to address their needs with the most time-efficient and cost effective methods available.

Solutions:

While the new E-licensing system is expected to launch in late 2023, there will continue to be ongoing enhancements that are identified, as well as new requirements caused by statute and/or administrative rule change that will require action. E-licensing is a huge step forward for the entire agency and it will continue to need our focus with resources into the future to maintain its viability.

Issue: Document Imaging System

Description: To operate more efficiently and cost-effectively, while improving customer service, the transition away from paper documents is critical.

The agency has limited space for storing paper records that must be retained for long time periods. 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 digitize a portion of the agency's case file has been proposed for the FY25 budget.

Solutions:

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 record requests involve staff manually pulling a record file, photocopying pages, completing redactions, then sending 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.

This project is not expected to be implemented until the full impact of the Board's new E-licensing system are known. That system is expected to launch in late 2023.

Issue: Aftercare Monitoring & Treatment Program

Description: Few resources exist for licensees to seek support and treatment when challenged with substance abuse issues. Currently, the Board staff implements and monitors Board Orders for individuals who have been required to enter treatment and monitoring.

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 are, and will be, paid by the licensee, the agency will incur

expenses related to the assistance that will be needed from the contracted program’s staff and/or medical director for tasks such as expert witness testimony and consulting on various clients. The State currently has a contract with several vendors who can provide assistance to Board staff as well as provide treatment and monitoring services for those impacted.

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: Staff Recruitment & Retention

Description: The Personal Services budget is currently insufficient to accommodate staff progression through the State Personnel System grade levels. 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 1-2 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 highly 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

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	8.0	8.0	8.0
Other Appropriated Funds	855.0	860.0	860.0

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To license veterinarians, veterinary technicians, premises, and animal crematories in accordance with requirements and mandated timeframes.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Premises licensed	226	200	232	200	200
Veterinary applications processed	290	275	294	275	275
Veterinary technicians certified	85	95	111	95	95
Administration as a % of total cost	7	7	7	7	7
Licensing of qualified veterinarians in compliance with mandatory timeframes (number of overall days)	21	21	21	21	21
Total number of premise renewals	0	900	886	0	900
Temporary licenses issued	28	25	29	25	25
Total number of veterinarians licensed annually, including renewals	3,247	2,925	3,215	3,415	3,415
Total number of veterinary renewals in biennial renewal process. Reinstatements included.	0	3,045	2,971	0	3,125
Total number of technician renewals in biennial process. Reinstatements included.	0	1,195	1,241	0	1,200
Total certified technicians	1,373	1,245	1,312	1,407	1,300
Total number of premises	1,038	110	950	1,075	1,050

Goal: To rapidly investigate complaints and provide enforcement to protect the public from incompetent service and unprofessional and unethical conduct.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of complaints docketed	144	145	161	175	175
Number of complaints resolved	173	150	154	150	150
Disciplinary actions	25	15	31	20	20
Average number of calendar days from receipt of complaint to resolution	143	180	132	180	180
Number of annual investigations conducted	147	130	168	130	130
Number of investigations resulting in enforcement action	26	20	31	20	20

Goal: To ensure that licenses are granted to competent professionals with high standards of professional and ethical conduct.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percent of disciplinary actions to number of licensed veterinarians	1	1	1	1	1
Total licenses, permits, and certificates issued (excluding renewals)	616	580	671	600	600
Number of licenses revoked or suspended	2	1	1	1	1
Percent of customers responding excellent or good on customer satisfaction survey	100	96	100	96	96

Goal: To ensure that premises and animal crematories have met requirements prior to licensure by conducting timely inspections.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of licenses issued for pet crematory facilities	1	1	4	1	1
Number of licensed pet crematories.	16	15	16	15	15

Agency Summary

Water Infrastructure Finance Authority

Chuck Podolak, Director
 Phone: (602) 364-1312
 A.R.S. §§ 49-1201, et-seq

Mission:

To ensure the sustainability of Arizona’s present and future water supply through financial investments in effective augmentation, conservation, reuse, and water quality actions.

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.

WIFA exists to meet Arizona’s existing and future water needs by funding water conservation, reuse, and augmentation projects. WIFA administers several federal and state-capitalized funding programs that protect current and future residents, the economy, and the environment. WIFA funded projects protect water quality, ensure reliability and access to safe drinking water, conserve water, improve the efficiency and reuse of existing water resources, and augment existing water resources with new renewable supplies of water.

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 Revolving 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.

Agency Summary

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Water Infrastructure Finance Authority	140,140.6	531,724.2	875,524.2
Total	140,140.6	531,724.2	875,524.2

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	10,000.0	254,210.0	598,010.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	130,140.6	277,514.2	277,514.2
Total	140,140.6	531,724.2	875,524.2
FTE Positions	19.08	28.00	28.00

All dollar amounts are expressed in thousands, as requested by agencies.

Issue: Long Term Water Augmentation

Description: Mission – To ensure the sustainability of Arizona’s present and future water supply through financial investments in effective augmentation, conservation, reuse, and water quality actions

Legislative Direction – WIFA is established for the benefit of current and future residents, the economy, and the environment of this state. WIFA shall accomplish its purposes of helping to meet existing and future water needs of this state by developing or facilitating water conservation, reuse, and augmentation projects.

Motivation – WIFA expects significant demand for additional water resources in Arizona. Some, but not necessarily all, of that additional demand may be met by WIFA-funded projects. Achieving this goal requires WIFA to work with potential customers to develop augmentation targets and entering into a competitive process to develop the best project(s) to reach those targets through in-state and out-of-state projects.

Background - There have been several published quantifications of supplies falling short of demand including:

- The Arizona Department of Water Resources (ADWR) identifying 8.8 million acre-feet (MAF) of unmet demand over a 100 year period in the Pinal Active Management Area (AMA)

- ADWR identifying 4.8 MAF of unmet demand over a 100 year period in the Phoenix AMA

- A recent proposal considered by the U.S. Bureau of Reclamation that would have reduced Arizona’s annual 2.8 MAF Colorado River apportionment by 2.1 MAF in very low water years leaving some users’ reliable supply well below anticipated demand.

In response to forecast supply and demand gaps various water users are pursuing their own strategies including acquiring additional in-state groundwater supplies, pursuing advanced water recycling projects, and increasing mandatory water efficiency measures.

It is unrealistic to assume that every supply-demand gap statewide for all sectors can or should be closed with water augmentation projects. Nevertheless, reliable new supplies will play an important role for some water users in some sectors and WIFA can be the catalyst for such projects.

WIFA has the ability to use money in the Long-Term Water Augmentation Fund both for loans to develop augmentation projects (in-state and outside the state), as well as for WIFA itself to procure or develop water augmentation projects.

Solutions:

Path Forward – Because of the anticipated high cost of these types of projects, developing a realistic estimate of customer demand is prudent before pursuing projects. WIFA will undergo this process over the Summer of 2023. Parallel to the “bottom up” approach of inclusive discussions with a wide range of potential customers, WIFA will use existing assessments of supplies and demands to provide context for customer demand. After the customer discussions, WIFA will establish an augmentation target and revise this strategic framework to reflect that target.

Augmentation projects previously considered have been expensive and complex. Although Arizona statutes focus WIFA’s efforts on importing water from out of state, they do provide for significant WIFA funds to be used on in-state projects as well. This flexibility allows WIFA to pursue a portfolio of projects if such a portfolio meets identified needs better than one single project.

It is WIFA’s intent to identify the project(s) that best address the technical, financial, regulatory, legal, and political challenges associated with such projects by conducting a rigorous competitive process. WIFA intends to engage the services of outside advisors with experience in large infrastructure projects in order to help facilitate the competitive process.

Issue: Water Conservation

Description: While some portion of Arizona’s future supply-demand gap will be addressed with new water supplies, other portions of the gap can be addressed by activities to conserve existing supplies. As a complement to augmentation efforts WIFA seeks to continue the new Water Conservation Grant Fund program in a way that puts into place long-term water savings projects throughout the state.

Arizona uses about as much water today as in 1957 despite tremendous population and economic growth. This is due in part to dedicated conservation measures. Conservation in municipal, industrial and agricultural sectors has been driven by factors such as regulatory pressure, cultural shifts toward water use, education, awareness, voluntary programs, and financial incentives.

As water users become more efficient conserving additional water becomes more costly as the “low hanging fruit” gets “picked.” This leads to differences in the costs to conserve water between different regions and sectors. The benefits of conservation also vary by region and sector. Policy goals like adapting to declining Colorado River supplies or addressing groundwater supply challenges drive a focus on particular regions and water use types.

Recent compensated conservation activities focused on addressing short term shortfalls on the Colorado River have tended to be commitments to forgo using water for a year in return for payments, rather than creating projects that will return savings over a long period. In contrast, most of the initial applications WIFA has received for the Water Conservation Grant Fund have been for investments

in programs that create ongoing water savings. Proposals to pay Colorado River users to forgo water for a single year have ranged between a few hundred dollars per year several years ago to offers of \$1500 per acre foot per year more recently. Proposals to WIFA that are still under evaluation have wide ranges of costs, but many are quite reasonable in the context of recent programs when factoring in the potential decades-long water savings the proposed activities may provide.

Proposals to pay Colorado River users to forgo water for a single year have ranged between a few hundred dollars per year several years ago to offers of \$1500 per acre foot per year more recently. Proposals to WIFA that are still under evaluation have wide ranges of costs, but quite a few have cost below that when factoring in projects that could be in place for decades.

Solutions:

Path Forward – Over a 5-year period WIFA intends to fund a suite of activities that will result in water savings for many years into the future. WIFA’s initial target is for projects that together save 5,000,000 acre-feet over their lifespan. WIFA intends to revise this target through discussions with water users throughout the state. As water users and water providers refine strategies to adapt to Colorado River shortages, groundwater declines, and Assured Water Supply challenges, WIFA can adjust its conservation targets to support those strategies.

To fund conservation in support of particular focus areas, WIFA will ensure that at least 1/3 of its conservation resources go to projects that address Colorado River supply challenges and at least 1/3 of its conservation resources go to projects that address un-replenished groundwater supply challenges. Because assessing projects solely on the cost per acre-foot may not adequately focus funds toward these priority areas, WIFA will consider the location and water source along with the cost of the conservation activity.

Based on initial applications and evaluations to achieve a 5,000,000 acre-feet goal, WIFA may require resources beyond the initial \$200 million in the Water Conservation Grant Fund.. As projects are approved and additional applications are received WIFA will be able to better estimate the total resources necessary to meet the target. With that information WIFA will revise a funding target and revise this Strategic Framework to reflect that target.

Issue: Water Reliability Issues

Description: WIFA’s current ability to fund more than \$1 billion in additional projects to address water quality and quantity challenges is significant, but still much smaller than recent EPA estimates of \$15 billion worth of needs in Arizona over a 20-year period. To have the most impact WIFA will focus its resources on priority projects that address public health impacts in communities without capacity to address them.

Background – WIFA has \$200 million in funds available to issues loans and grants out of the Water Supply Development Fund (WSDF). This amount can be increased by issuing revenue bonds against loans made from the fund. Similarly, WIFA has nearly \$800 million in State Revolving Fund (SRF) equity that can be leveraged by bonding to allow the loan portfolio to grow beyond the currently approved loans.

WIFA evaluates every application for assistance against a number of factors including public health and environmental factors as well as the ability of the community to fund the project. Projects that solve public health and environmental challenges but would be difficult to accomplish without WIFA’s financial assistance are viewed the most favorably as reflected in the most generous interest rate subsidy.

WIFA’s portfolio contains a number of these higher priority projects, as well as other lower priority projects that help to balance out the portfolio and take advantage of funds that are presently available. A balanced portfolio ensures WIFA can maintain a AAA credit rating and provide the lowest possible rates for WIFA customers.

*WIFA currently computes a “subsidy” for applicants based on a variety of factors including the severity of the water quality problem being addressed, the public health issue being addressed, and the fiscal need of the borrower. The subsidy is reported as the percentage of the market interest rate that the borrower will be charged – a 75% subsidy means the borrower’s rate will be 75% of the market rate. A lower value is more generous to the borrower.

Solutions:

WIFA evaluates every application for assistance against a number of factors including public health and environmental

factors as well as the ability of the community to fund the project. Projects that solve public health and environmental challenges but would be difficult to accomplish without WIFA’s financial assistance are viewed the most favorably as reflected in the most generous interest rate subsidy.

WIFA’s portfolio contains a number of these higher priority projects, as well as other lower priority projects that help to balance out the portfolio and take advantage of funds that are presently available. A balanced portfolio ensures WIFA can maintain a AAA credit rating and provide the lowest possible rates for WIFA customers.

*WIFA currently computes a “subsidy” for applicants based on a variety of factors including the severity of the water quality problem being addressed, the public health issue being addressed, and the fiscal need of the borrower. The subsidy is reported as the percentage of the market interest rate that the borrower will be charged – a 75% subsidy means the borrower’s rate will be 75% of the market rate. A lower value is more generous to the borrower.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	28.0	28.0	28.0
General Fund	150.0	143.8	—
Non-Appropriated Funds	647.0	508.1	352.2
Federal Funds	35.7	35.7	35.7

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: Secure (TBD) acre-feet per year of augmented water supplies by investing or loaning at least \$1 billion.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Hire a Consulting Firm	0	0	0	Yes	0
Identify Augmented Water Supply Target	0	0	0	Yes	0
Publish Rules and Policy for Long Term Water Augmentation Program	0	0	0	Yes	0
Publish a Request for Information	0	0	0	Yes	0
Publish Solicitation for Proposals	0	0	0	Yes	0
Select Successful Proposal	0	0	0	0	Yes

Goal: Conserve at least five million acre-feet of water by awarding \$400 million in grants.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Grants Awarded	\$0	\$0	\$0	\$200,000,000	\$100,000,000
Conserve Water (Acre-Feet)	0	0	0	2,500,000.0	1,250,000.0

Goal: Solve water reliability and quality issues for 75 additional Arizona communities in need by issuing \$(TBD) in new subsidized loans and grants over the next five years

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Maintain AAA Credit Rating	0	0	Yes	Yes	Yes
Loans Awarded to Priority Communities	0	0	2.0	10.0	15.0

Agency Summary

Department of Water Resources

Thomas Buschatzke, Cabinet Executive Officer

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:

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

Program	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Agency Support	12,363.9	8,861.6	9,186.6
Water Resources and Statewide Planning	207,443.2	95,327.8	52,911.6
Dam Safety and Flood Warning	2,182.9	2,281.8	3,081.8
Total	221,989.9	106,471.2	65,180.0

All dollar amounts are expressed in thousands, as requested by agencies.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	23,087.0	66,059.4	26,233.7
Other Appropriated Funds	3,221.9	2,019.0	2,019.0
Other Non-Appropriated Funds	195,681.1	38,392.8	36,927.3
Total	221,989.9	106,471.2	65,180.0
FTE Positions	215.00	215.00	244.00

All dollar amounts are expressed in thousands, as requested by agencies.

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 and develops policies that promote conservation and protect water availability. ADWR uses its technical, legal, administrative, and policy expertise to defend the integrity of Arizona water supplies.

The Department compiles and analyzes water supply data, engages with stakeholders and issues permits and licenses. ADWR negotiates with national and international partners on behalf of the State and supports the general stream adjudication proceedings.

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 six priorities to accomplish our mission:

Protect the Colorado River System by promoting participation in compensated conservation programs and negotiating an agreement to share Colorado River reductions on an interstate and intrastate basis.

Advance Water Planning Priorities by launching the Governor's Council to address Assured Water Supply and rural groundwater issues, collecting new hydrogeologic data of basins outside Active Management Areas (AMAs), issuing first Supply & Demand reports and determining a schedule for Year 2 of Supply & Demand.

Support General Streams Adjudication by improving communication strategies for customer interactions and augmenting resources to support the public's understanding of the Adjudication process.

Protect the Life and Property of Arizonans by improving ADWR's process to address safety concerns with high-hazard unsafe dams.

Improve the Accessibility and Accuracy of Arizona's Water Data by completing a customer portal for new regulated areas, updating a deployment plan for modernizing IT systems and executing a data cleansing initiative.

Manage Establishment Processes for Newly Regulated Areas including adopting the Douglas AMA management goal and developing a Management Plan.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes (FY 2023)
1	Protect the Colorado River System	2017	Defended Arizona's apportionment while stabilizing the Colorado River System. Completed Intentionally Created Surplus (ICS) agreements to preserve Arizona's water in Lake Mead. Executed compensated system conservation agreements between the US and Arizona water users. Collaborated on and submitted a Lower Basin Consensus Plan to the Bureau of Reclamation (BoR) for analysis following BoR's withdrawal of its initial Draft Supplemental Environmental Impact Statement.
2	Advance Water Planning and Compliance Priorities	2019	Launched Governor's Water Policy Council. Adopted 5 th Management Plans for initial AMAs. Completed hiring and began work for Supply and Demand studies for Year 1 basins. Increased investigation & compliance actions.
3	Support General Stream Adjudications	2017	Developed 25 reports and maps for the Court within deadline. Proposed deadlines for 9 additional major reports. Verified the database entry for 16,016 claims within the Verde River Watershed, including all high priority claims within Sycamore and Lower Verde Valley.
4	Protect the Life and Property of Arizonans	2017	Maintained a response time of less than 2 business days for requests for assistance related to floodplain management. Completed an assessment of the Flood Warning System.
5	Improve the Accessibility and Accuracy of Arizona's Water Data	2018	Continued integrating metadata management with our Application Modernization project. Published 4 new public dashboards. Contracted and began Application Modernization project. Conducted agency-wide records management initiative.
6	Establish Processes for Newly Regulated Areas	2023	Proposed a management goal for the Douglas AMA. Began accepting and processing applications for irrigation authorities and grandfathered rights, including development of an online customer portal.

#	FY24 Annual Objectives	Objective Metrics	FY 2024 Annual Initiatives
1	Minimize reductions to Arizona's 2.8M acre-feet Colorado River allotment while protecting critical elevations of Lakes Powell and Mead	# of acre-feet of conservation among Lower Basin states and Mexico beyond those required by previous agreements	<ol style="list-style-type: none"> Promote adoption of the collaborative proposal by the federal government in a record of decision Launch post-2026 operational guideline discussions
2.1	Address Assured Water Supply and Rural Groundwater issues with the Governor's Water Policy Council	# of policy recommendations provided to the Governor	<ol style="list-style-type: none"> Provide a package of recommendations to the Governor by December 2023
2.2	Advance compliance inspection and audit priorities	# of compliance audits conducted # of proactive inspections conducted	<ol style="list-style-type: none"> Design and publish an initial compliance dashboard
2.3	Complete water supply and demand assessments for all groundwater basins at least once every 5 years.	# of groundwater basins with a completed supply and demand assessment	<ol style="list-style-type: none"> Collect hydrogeologic data outside of AMAs Issue first supply and demand reports in December 2023
3	Focus Adjudication efforts on court assignments by directing public to other resources	# of repeat requests from customers for legal advice to ADWR Adjudications staff	<ol style="list-style-type: none"> Improve communication strategies for customer interactions Augment available resources to support the public's understanding of the Adjudication process
4	Help owners/stakeholders to understand and reduce risks posed by their high-hazard unsafe dams	# of high-hazard unsafe dams where owners/stakeholders agree to an engineering assessment of existing conditions	<ol style="list-style-type: none"> Update ADWR's process to evaluate and address risks posed by high-hazard unsafe dams Contact 2 owners/stakeholders to educate them about risks and seek participation in an engineering assessment
5.1	Modernize the Department's IT systems	# of licensing and other customer-facing processes developed and staged for release	<ol style="list-style-type: none"> Evaluate and restructure IT modernization plan Complete a data cleansing initiative as part of deployment
5.2	Formalize ADWR metadata management program	# of implemented metadata management program components	<ol style="list-style-type: none"> Create and start implementing a metadata management strategy
6	Establish Douglas AMA	% of Douglas AMA establishment process steps completed	<ol style="list-style-type: none"> Complete Year 1 requirements for AMA establishment

5 Year Plan

Issue: Protect the Colorado River System

Description: This is ADWR's multi-year strategic priority #1 as found on the agency's FY 2024 Strategic Plan.

During FY 2023, ADWR accomplished the following items relating to this strategic priority.

- Defended Arizona's apportionment while stabilizing the Colorado River System
- Completed Intentionally Created Surplus (ICS) agreements to preserve Arizona's water in Lake Mead
- Executed compensated system conservation agreements between the US and Arizona water users
- Collaborated on and submitted a Lower Basin Consensus Plan to the Bureau of Reclamation (BoR) for analysis following BoR's withdrawal of its initial Draft Supplemental Environmental Impact Statement.

Solutions:

In FY 2024, ADWR's annual objective for this five-year strategy is to minimize reductions to Arizona's 2.8 million acre-feet (MAF) Colorado River allotment while protecting critical elevations of both Lake Powell and Lake Mead. The metric chosen for this annual objective is the "# of acre-feet of conservation among Lower Basin states and Mexico beyond those required by previous agreements. The annual initiatives for this annual objective are the following:

- Promote adoption of the collaborative proposal by the federal government in a record of decision
- Launch "post-2026" operational guideline discussions

Issue: Advance Water Planning and Compliance Priorities

Description: Advance Water Planning and Compliance Priorities is ADWR's multi-year strategic priority #2 as found on the agency's FY 2024 Strategic Plan.

ADWR made progress toward this strategic priority in FY 2023 as follows:

- Launched Governor's Water Policy Council
- Adopted 5th Management Plans for initial Active Management Areas
- Completed hiring and began work for Supply and Demand studies for Year 1 basins
- Increased investigation & compliance actions.

Solutions:

ADWR has 3 annual objectives related to this multi-year strategic priority.

1) Address Assured Water Supply and Rural Groundwater Issues with the Governor's Water Policy Council - The metric ADWR chose for this annual objective is the "# of policy recommendations provided to the Governor" and the annual initiative for this objective is to provide a package of policy recommendations to the Governor by December of 2023.

2) Advance compliance inspection and audit priorities - The metrics chosen for this annual objective are the "# of compliance audits conducted" and "# of proactive inspections conducted." The annual initiative for this objective is to design and publish an initial compliance dashboard to monitor compliance activities.

3) Complete water supply and demand assessments for all groundwater basins at least once every 5 years - The metric for this objective is "# of groundwater basins with a completed supply and demand assessment." The annual initiatives for this objective are to collect new hydrogeologic data outside of AMAs to be incorporated into these supply and demand assessments and to issue the first supply and demand reports in December of 2023.

Issue: Support General Stream Adjudications

Description: Support General Stream Adjudications is multi-year strategic priority #3 on ADWR's FY 2024 Strategic Plan.

During FY 2023, ADWR took the following steps to achieve this priority:

- Developed 25 reports and maps for the Court within deadline
- Proposed deadlines for 9 additional major reports
- Verified the database entry for 16,016 claims within the Verde River Watershed, including all high priority claims within Sycamore and Lower Verde Valley

Solutions:

The FY 2024 annual objective for this multi-year strategic priority is to focus Adjudication Division efforts on court assignments by directing the public to other available resources. The metric for this annual objective is "# of repeat requests from customers for legal advice to ADWR Adjudications staff." The annual initiatives for this annual objective are to improve Adjudication Division strategies for customer interactions and to augment available resources to support the public's understanding of the Adjudication process.

Issue: Protect the Life and Property of Arizonans

Description: This is ADWR's multi-year strategic priority #4 as found on the agency's FY 2024 Strategic Plan.

During FY 2023, ADWR took the following steps toward addressing this multi-year strategic priority.

- Maintained a response time of less than 2 business days for requests for assistance related to floodplain management
- Completed an assessment of the Flood Warning System.

Solutions:

ADWR's FY 2024 annual objective for this strategic priority is to help dam owners and stakeholders understand and reduce risks posed by their high-hazard unsafe dams. The performance measure for this annual objective is the # of high-hazard unsafe dams where owners and/or stakeholders agree to an engineering assessment of existing dam conditions. The two annual initiatives for this annual objective are to update ADWR's process to evaluate and address risks posed by high-hazard unsafe dams and to contact two dam owners or stakeholders to educate them about their dam risks and seek their participation in an engineering assessment.

Issue: Improve the Accessibility and Accuracy of Arizona's Water Data

Description: This is ADWR's multi-year strategic priority #5 as found in its FY 2024 Strategic Plan.

During FY 2023, ADWR accomplished the following in pursuit of this strategic priority:

- Continued integrating metadata management with our Application Modernization project
- Published 4 new public dashboards
- Contracted and began Application Modernization project
- Conducted agency-wide records management initiative.

Solutions:

ADWR has two annual objectives for this multi-year strategic priority:

1) Modernize the Department's IT Systems - The metric chosen for this annual objective was the # of licensing and other customer-facing processes developed and staged for release. The two FY 2024 annual initiatives related to this annual objective are to evaluate and restructure the agency's IT Modernization plan and to complete a data cleansing initiative as part of deployment.

2) Formalize ADWR Metadata Management Program - The metric chosen for this annual objective is the # of implemented metadata management program components. The FY 2024 annual initiative related to this annual objective is to create and start implementing a metadata management strategy.

Issue: Establish Processes for Newly Regulated Areas

Description: This is ADWR's multi-year strategic priority #6 as found in its FY 2024 Strategic Plan.

ADWR made the following progress toward this multi-year strategic priority during FY 2023:

-Proposed a management goal for the Douglas AMA

-Began accepting and processing applications for irrigation authorities and grandfathered rights, including development of an online customer portal

Solutions:

ADWR's annual objective for this multi-year strategic priority is to establish the Douglas AMA. The metric associated with this annual objective is the % of Douglas AMA establishment steps that have been completed. The FY 2024 annual initiative associated with this annual objective is to complete all of first year requirements for establishing a new AMA.

Resource Assumptions

	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate
Full-Time Equivalent Positions	244.0	244.0	244.0
General Fund	26,007.7	26,007.7	26,007.7
Other Appropriated Funds	2,019.0	2,019.0	2,019.0
Non-Appropriated Funds	36,458.2	36,458.2	36,458.2
Federal Funds	469.1	469.1	469.1

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	9,502.4	8,151.8	8,476.8
Other Appropriated Funds	2,451.0	707.2	707.2
Other Non-Appropriated Funds	410.5	2.6	2.6
Total	12,363.9	8,861.6	9,186.6
FTE Positions	40.00	40.00	52.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To recruit, retain, and develop highly skilled staff

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of Employee Turnover	16.95	10.00	10.77	10.00	0
% of ADWR with written succession plan	70	100	100	100	0

Goal: To formalize ADWR’s metadata management program

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of implemented metadata management program components	0	0	0	8	0

Goal: To evaluate agency performance (1-1)

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Overall percentage of on-site hours employees reported in Y.E.S.	42.00	49.00	48.94	0	0
Numeric Indicator of ADWR’s Cybersecurity Risk	0	725	809	725	0

Goal: To advance compliance inspection and audit priorities

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of proactive inspections conducted	0	0	0	36	0
Number of compliance audits conducted	0	0	0	9	0

Subprogram 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	9,502.4	8,151.8	8,476.8
Other Appropriated Funds	2,451.0	707.2	707.2
Other Non-Appropriated Funds	410.5	2.6	2.6
Total	12,363.9	8,861.6	9,186.6
FTE Positions	40.00	40.00	52.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To modernize the Department's IT systems

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of licensing and other customer-facing processes improved and staged for release	0	1	0	0	0

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.

Funding:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	12,773.6	56,859.4	16,708.7
Other Appropriated Funds	770.9	1,311.8	1,311.8
Other Non-Appropriated Funds	193,898.6	37,156.6	34,891.1
Total	207,443.2	95,327.8	52,911.6
FTE Positions	163.00	163.00	180.00

All dollar amounts are expressed in thousands, as requested by agencies.

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,638.2	1,591.3	1,591.3
Other Appropriated Funds	352.9	519.3	519.3
Other Non-Appropriated Funds	13,566.1	18,184.3	17,989.3
Total	15,557.2	20,294.9	20,099.9
FTE Positions	27.00	27.00	32.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To complete water supply and demand assessments for all groundwater basins at least once every 5 years

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of groundwater basins with a completed supply and demand assessment	0	0	0	6	0

Goal: To establish the Douglas AMA

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of Douglas AMA establishment process steps completed	0%	0%	0%	55.0%	0%

Goal: To track agency performance (2-1)

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
% of licenses/applications meeting licensing timeframes	99.9	100.0	100.0	100.0	0
Average lead time (in days) for an application for Notice of Intent to Drill a Well	4	6	5	6	6

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	486.7	967.5	967.5
Other Non-Appropriated Funds	1,693.4	1,493.9	1,493.9
Total	2,180.1	2,461.4	2,461.4
FTE Positions	21.00	21.00	21.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To focus Adjudication Division efforts on court assignments by directing the public to other available resources

Performance Measures

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of repeat requests from customers for legal advice to ADWR Adjudications staff	0%	0%	0%	16.0%	0%
Percentage of assignments from the Adjudications Court completed prior to deadline	97	100	100	100	0

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	521.8	602.4	602.4
Other Non-Appropriated Funds	171,036.3	9,529.0	9,529.0
Total	171,558.1	10,131.4	10,131.4
FTE Positions	5.00	5.00	5.00

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Statewide Planning

Carol Ward, 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	231.8	286.9	286.9
Other Appropriated Funds	135.1	0.0	0.0
Other Non-Appropriated Funds	0.0	0.0	0.0
Total	366.9	286.9	286.9
FTE Positions	3.00	3.00	3.00

All dollar amounts are expressed in thousands, as requested by agencies.

Subprogram Summary

Hydrology

Ryan Mitchell, 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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	1,443.2	1,334.7	2,284.0
Other Appropriated Funds	(0.0)	0.0	0.0
Other Non-Appropriated Funds	198.8	90.0	90.0
Total	1,642.1	1,424.7	2,374.0
FTE Positions	9.00	9.00	15.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To evaluate agency performance (2-5)

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Percentage of new wells entered in ADWR databases with a GPS location	52	55	50	55	0
Percentage of actual vs planned water level measurements of index wells	97	93	98	94	0

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:

	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
General Fund	810.9	1,048.2	1,048.2
Other Non-Appropriated Funds	1,371.9	1,233.6	2,033.6
Total	2,182.9	2,281.8	3,081.8
FTE Positions	12.00	12.00	12.00

All dollar amounts are expressed in thousands, as requested by agencies.

Goal: To protect the life and property of Arizonans

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of High Hazard unsafe dams where owners/ stakeholders agree to an engineering assessment of existing conditions	0	0	0	2	0
Response time to requests for flood assistance in business days	2	2	1	2	0

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.

¹ Italicized terms are defined in this Glossary.

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.

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.

Part 2: Acronyms

A.R.S. Arizona Revised Statutes	APF Automation Projects Fund	CERF Collection Enforcement Revolving Fund
AAC Arizona Administrative Code	APP Aquifer Protection Permit	CHC Community Health Center
ABOR Arizona Board of Regents	APS Adult Protective Services	CHILDS Children's Information Library and Data Source
ACC Arizona Corporation Commission	ARF Automation Revolving Fund	CIS Client Information System
ACDHH Arizona Commission for the Deaf and Hard of Hearing	ARRT American Registry of Radiological Technologists	CJEF Criminal Justice Enhancement Fund
ACJC Arizona Criminal Justice Commission	ASDB Arizona School for the Deaf and the Blind	CLIA Clinical Lab Inspections Act
ACJIS Arizona Criminal Justice Information System	ASET Arizona Strategic Enterprise Technology	CMDP Comprehensive Medical and Dental Plan
ACW Arizona Center for Women	ASH Arizona State Hospital	CMR Classification Maintenance Review
ADA Americans with Disabilities Act	ASMI Arizona State Mine Inspector	CMS Centers for Medicare and Medicaid Services
ADE Arizona Department of Education	ASPC Arizona State Prison Complex	COP Certificate of Participation
ADJC Arizona Department of Juvenile Corrections	ASPT Arizona State Parks and Trails	COSF Capital Outlay Stabilization Fund
ADM Average Daily Membership	ASRS Arizona State Retirement System	CPS Child Protective Services
ADMIN Administration	ASU Arizona State University	CRIPA Civil Rights of Institutionalized Persons Act
ADOT Arizona Department of Transportation	ATA Automobile Theft Authority	CRS Children's Rehabilitative Services
ADP Average Daily Population	ATDA Arizona Technology Development Authority	CSB Central Services Bureau
AERB Agriculture Employment Relations Board	AVSC Arizona Veterans' Service Commission	CSMS Combined Support Maintenance Shop
AFDC Aid for Families with Dependent Children	AZAFIS Arizona Automated Fingerprint Identification System	CSO Correctional Service Officer
AFIS Arizona Financial Information System	AZEIP Arizona Early Intervention Program	CTED Career & Technical Education District
AG Attorney General	AZGS Arizona Geological Survey	CTS Captioned Telephone Service
AGFD Arizona Game and Fish Department	AZPOST Arizona Peace Officer Standards and Training	CWA Clean Water Act
AHCCCS Arizona Health Care Cost Containment System	BIFO Border Infrastructure Finance Office	CWRF Clean Water Revolving Fund
AHS Arizona Historical Society	CAE Commission on the Arizona Environment	DAAS Division of Aging and Adult Services
AIDA Arizona International Development Authority	CAP Central Arizona Project	DBME Division of Benefits and Medical Eligibility
AIMS Adult Inmate Management System	CAP Child Abuse Prevention	DCS Department of Child Safety
ALTCS Arizona Long-Term Care System	CBHS Children's Behavioral Health Services	DCSS Division of Child Support Services
AMA Active Management Area	CCDF Child Care Development Fund	DCYF Division of Children, Youth and Families
ANSAC Arizona Navigable Streams Commission	CEDC Commerce and Economic Development Commission	DD Dually Diagnosed or Developmentally Disabled
AOC Administrative Office of the Courts		DDD Division of Developmental Disabilities
AOOE All Other-Operating Expenditures		

DDSA Disability Determination Services Administration	FMCS Financial Management Control System	JCEF Judicial Collection Enhancement Fund
DEA Drug Enforcement Account	FPL Federal Poverty Level	JLBC Joint Legislative Budget Committee
DEMA Department of Emergency and Military Affairs	FTE Full-Time Equivalent	JOBS Job Opportunity and Basic Skills
DEQ Department of Environmental Quality	GAAP Generally Accepted Accounting Principles	JTED Joint Technical Education District
DERS Division of Employment and Rehabilitative Services	GADA Greater Arizona Development Authority	LAN Local Area Network
DES Department of Economic Security	GAO General Accounting Office	LES Licensing and Enforcement Section
DFI Department of Financial Institutions	GDP Gross Domestic Product	LGIP Local Government Investment Pool
DHS Department of Health Services	GIITEM Gang and Immigration Intelligence Team Enforcement Mission	LTC Long Term Care
DJC Department of Juvenile Corrections	GITA Government Information Technology Agency	MAG Maricopa Association of Governments
DOA Department of Administration	H.B. House Bill	MAO Medical Assistance Only
DOC Arizona Department of Corrections	HAP Hazardous Air Pollutant	MARS Management and Reporting System
DOI Department of Insurance	HCBS Home and Community Based Services	MD Multiply Disabled
DOR Department of Revenue	HI Hearing Impaired	MDSSI Multiply Disabled Severely Sensory Impaired
DPS Department of Public Safety	HMO Health Maintenance Organization	MEDICS Medical Eligibility Determinations and Information Control System
DRE Department of Real Estate	HRMS Human Resource Management System	MIPS Million Instructions per Second
DSH Disproportionate Share Hospital	HUD Housing and Urban Development	MIS Management Information System
DUI Driving Under the Influence	HURF Highway User Revenue Fund	MNMI Medically Needy Medically Indigent
DWR Department of Water Resources	ICA Industrial Commission of Arizona	MVD Motor Vehicle Division
EAC Eligible Assistance Children	ICAC Internet Crimes Against Children	NADB North American Development Bank
EDP Electronic Data Processing	IGA Intergovernmental Agreement	NAFTA North American Free Trade Agreement
EEO Equal Employment Opportunity	IHS Indian Health Service	NAIC National Association of Insurance Commissioners
ELAS Education Learning and Accountability System	IM 240 Inspection and Maintenance 240 Second Emission Test	NAU Northern Arizona University
ELIC Eligible Low-Income Children	IOCC Inter-State Oil Compact Commission	NLCIFT National Law Center for Inter-American Free Trade
EMS Emergency Medical Services	IP-CTS Internet Protocol-Captioned Telephone Service	NRC Natural Resource Conservation District
EMSCOM Emergency Medical Services Communications	IRM Information Resource Management	OAH Office of Administrative Hearings
EMSO Emergency Medical Services Operating Fund	IRMG Information Resource Management Group	OGCC Oil and Gas Conservation Commission
EPA Environmental Protection Agency	ISA Intergovernmental Service Agreement	OPM Office of Pest Management
EPSDT Early Periodic Screening, Diagnostic, and Testing	ISD Information Services Division	OSHA Occupational Safety and Health Administration
ERE Employee-Related Expenditures	ISP Institutional Support Payments	OSPB Office of Strategic Planning and Budgeting
FES Federal Emergency Services	IT Information Technology	PAS Prior Authorization Screening
FFP Federal Financial Participation	ITAC Information Technology Authorization Committee	PASARR Pre-admission Screening and Annual Resident Review
FHAMIS Family Health Administration Management Information System	JCCR Joint Committee on Capital Review	PDS Phoenix Day School for the Deaf
FICA Federal Insurance Contribution Act		
FMAP Federal Matching Assistance Percentage		

PERIS Public Employee Retirement Information System

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

OTR 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

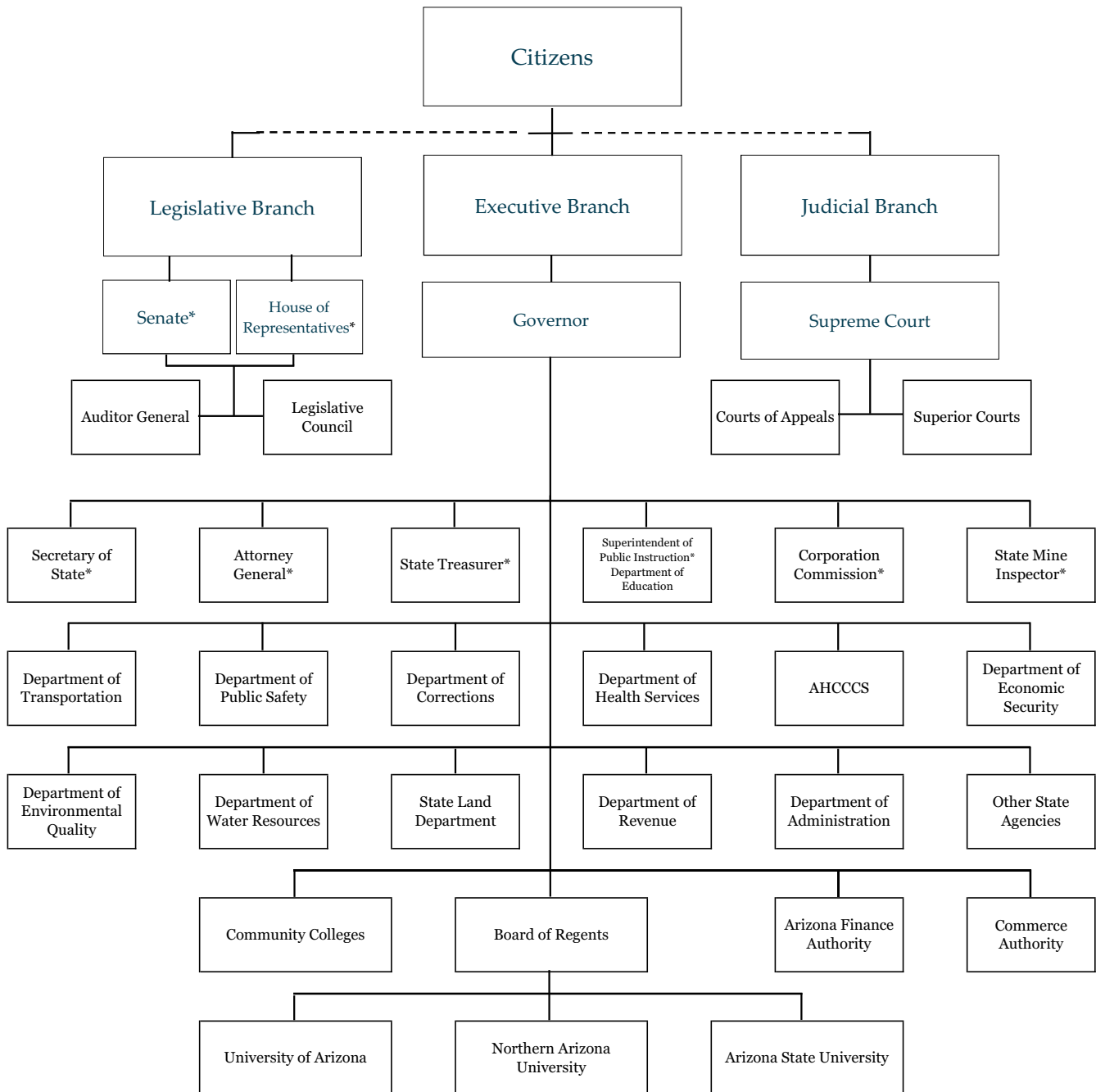
WIPP Work Incentive Pay Plan

WPF Water Protection Fund

WQAB Water Quality Appeals Board

WQARF Water Quality Assurance Revolving Fund

State Government Organization Chart



* Elected Officials

Resources

Governor's Office of Strategic Planning and Budgeting

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